

# Evaluation Of Organizational Citizen Behavior And Servant Leadership At Bethel Church In Indonesia

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## Abstract

This article attempts to evaluate a correlation between Organizational Citizen Behavior and servant leadership in the context of church ministry. The Bethel Church of Indonesia in Surabaya will be a case study of this research. The gender, the level of education, the length of ministry, and the status of the respondents will be included and evaluated to determine this correlation. This research employs a sampling method saturated. Technical analysis to test the hypothesis of the research is done by using multiple linear regression which is supported by the SPSS program.

**Keywords:** Servant Leadership, Organizational Citizen Behavior (OCB), Quantitative Research, Managerial Reflection, Church Ministry

**Contribution:** This research contributes to the study of Christian leadership formed by organizational citizen behavior. This study takes place at Bethel Church in Indonesia.

## Introduction

Organizational Citizen Behavior (OCB) is a behavior which is not required in the job description at all but tends to the personal choice of each member of the organization to want or not to do so (Organ et al., 2006). According to Robbins (2015), Organizational Citizen Behavior (OCB) is expressed in the form of a conscious and volunteer effort to contribute to the organization more than what the organization formally demands. Organizational Citizen Behavior (OCB) is an expression of love, loyalty, and a

high sense of belonging from members of the organization. Nowadays, organizations attempt to cultivate Organizational Citizen Behavior (OCB) in every member of the organization to make a more special contribution in a service performance. Organ, Podsakoff, MacKenzie, Paine, and Bacharach see the importance of servant leadership and Organizational Citizen Behavior (OCB) for a positive impact or success to an organization such as improved service quality, improved group performance, and decreased turnover rate (Organ, 1988;

Podssakoff, MacKenzie, Paine, and Bacharach, 2000; William and Anderson, 1991). A case study of this research is the administrators of Bethel Church of Indonesia in Surabaya City. Their willingness to help others, maintain good relations with co-workers, and try to always give the best are the observations to be made to discover empirical correlation between Servant Leadership and Organizational Citizen Behavior (OCB).

### **Research Methodology**

This study uses a quantitative research method or a scientific method to get valid data with the aim of discovering, proving, and developing knowledge so that it can be used to understand, solve and anticipate problems in certain fields (Sugiyono, 2010). The type of research that is used is explanatory or explanatory research that explains the relationship between research variables.

### **Population**

The population in this study were the administrators of the Department of Youth of the Bethel Church of Indonesia in Surabaya City with a total of 30 people.

### **Variable Classification**

The results of the identification of a few research variables based on the background the problem and problem formulation obtained by the group of variables as follows:

1. The independent variable is a variable that is believed to affect other variables. This independent variable is given the symbol "X" which is Servant Leadership variable.
2. The dependent variable is a variable whose existence is highly dependent or influenced by other variables. This variable is given the symbol "Y" which is the Organizational Citizen Behavior (OCB) with the notation Y.

Operational definition of variable in this research can be explained as follows. Servant leadership (X) is a leader characteristic in which sincerely serves others with the same level of excellence when serving himself, humble, and has a willingness to listen to the other members of organization. In this study, servant leadership behavior refers to the 7 dimensions of Liden, Wayne, Zhao, and Henderson's (Washington, 2007) namely Emotional Healing, Creating value for the community, Conceptual skills, Empowering, Helping subordinates grow and succeed, Putting subordinates first, Behaving ethically. The scale used to measure leadership behavior serving was adapted from the Servant Leadership Items questionnaire (Washington, 2007). Organizational Citizen Behavior (Y) is a statement from an organization member as a respondent about the behaviors of organizational members that is carried out voluntarily, spontaneously, contribute to the organization which is reflected through behavior such as willingness to help and empathy to others in which this behavior can improve the effectiveness organizational functions (Organ et al., 2006). This research uses Organizational Citizen Behavior questionnaire according to Organ et al. (2006) which consists of 5 aspects, namely: Altruism, Courtesy, Conscientiousness, Sportsmanship, and Civic Virtue.

### **Research Instruments**

The data collection instrument in this study used a questionnaire consisting of data on the identity of the respondents which included gender, age, education level, position, and tenure. Research questionnaires were given directly at the research site to the respondents.

Measurement of each indicator in the variables X and Y, was measured based on the answers of organizational members to the questions in the questionnaire set out in the scoring and measured using a Likert scale. The Likert Scale is a method that measures attitudes by agreeing or disagreeing

with certain subjects, objects, or events, which are described in the statements contained in the questionnaire. Based on the Likert scale, the respondents' answers to the statements contained

in the Servant Leadership questionnaire have 4 answer options, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree. Number of items 28 questions.

#### Servant leadership scale

No	Aspect	Favorable	Unfavorable	Total
1	Emotional Healing	1, 2, 3, 4		4
2	Creating value for the community	5, 6, 7, 8		4
3	Conceptual skills	9, 10, 11, 12		4
4	Empowering	13, 14, 15, 16		4
5	Helping subordinates grow and succeed	17, 18, 19, 20		4
6	Putting subordinates first	21, 22, 23, 24		4
7	Behaving ethically	25, 26, 27, 28		4
Total				28

Based on the Likert scale, the respondents' answers to the statements contained in the Organizational Commitment questionnaire have

4 answer options, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree. Number of items 15 questions.

#### Organizational Commitment Scale

No	Aspect	Favorable	Unfavorable	Total
1	Strong belief in and acceptance by the individual of the goals and values of the organization.	29, 30, 31, 32, 33, 34		6
2	Willingness and readiness to work harder to achieve organizational goals.	35, 36, 37, 38, 39		5
3	Strong desire to maintain membership in the organization.	40, 41, 42, 43		4
Total				15

Based on the Likert scale, the respondents' answers to the statements contained in the (OCB) questionnaire have 4 answer options, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree. Number of items 24 questions.

The Organizational Citizen Behavior or OCB's scale

No	Aspect	Favorable	Unfavorable	Total
1	Altruism	44, 45, 46, 47, 48		5
2	Courtesy	49, 50, 51, 52, 53		5
3	Conscientiousness	54, 55, 56, 57, 58		5
4	Sportmanship	59, 60, 61, 62, 63		5
5	Civic Virtue	64, 65, 66, 67		4
Total				24

### Research Instrument Testing

Testing of research instruments was carried out based on the Validity Test and Reliability Test, using the Statistical Program for Social Sciences (SPSS). Validity and reliability testing is intended to ensure overall that the research instrument used is valid or appropriate even if used elsewhere at other times and reliable or reliable even if used repeatedly on different occasions.

### Validity test

Used to measure whether a questionnaire is valid. A questionnaire can be said to be valid if the questions on the questionnaire are able to reveal something to be measured. The data is said to be valid, if the questions on the questionnaire can reveal something that is measured by the questionnaire. The questions in the questionnaire were tested against related factors. If it turns out to be invalid, the invalid question items will be

removed from the questionnaire or corrected. The data is said to be valid if the calculated correlation value of the data exceeds the table correlation value. The calculated  $r$  values are the values in the "corrected item total correlation" column. If  $r$  is positive, and  $r$  is  $> r$  table, then the question item or variable is valid.

### Reliability Test

A statistical test aimed at ensuring that respondents are consistent. This test is carried out with the value of Cronbach's alpha. If the value of Cronbach's alpha  $> 0.6$  then the respondent's answer is declared reliable. Reliability test is an index that shows the extent to which the measuring instrument is reliable. Reliability test is used to measure the accuracy or authenticity of an instrument if it is used to measure the same set of objects many times and will get similar results. A questionnaire is said to be reliable if the answers given by the respondents to the statements are consistent. The relationship is expressed by the coefficient " $r$ ", the coefficient of  $r$  ranges from 0 to 1 and the value of  $r > 0.6$  means that the statement/variable item is reliable/trustworthy. This means that the data used is suitable for use in the next analysis.

### Data Collection Procedure

The data collection method used in conducting this study used a questionnaire to obtain primary data from respondents as research subjects related to the variables studied.

### Data Types and Sources

There are two types of data used in this study, namely primary data, and secondary data.

#### 1. Primary Data

Primary data is data obtained directly from sources, namely members of the organization through the distribution of questionnaires, observations, and interviews.

#### 2. Secondary Data

Secondary data is obtained from data obtained from documents or internal data which includes data on the number of organizational members, general description of the company and organizational structure. In addition, the researchers also conducted library research to obtain a theoretical basis related to this research.

### Data analysis technique

After the data is collected from the field, further processing is carried out (editing and converting data) so that the widely distributed data in the questionnaire items can be made more concise and simpler with the help of the SPSS version 16 program. Furthermore, the analysis is carried out so that the raw data obtained from the field has meaning and meaning so that it can answer the problems posed. Thus, the data analysis in this study was carried out by:

- a. Descriptive statistical analysis method
- b. The method of inferential statistical analysis is to see the influence between the variables being studied.

To data analysis and hypothesis testing, a significance level of 5% was used. To be in accordance with the research objectives, data analysis was carried out quantitatively to explain and describe the influence of the variables studied with the theoretical basis used, through a systematic description.

### Hypothesis Test: Multiple Linear Regression Analysis

This analysis aims to determine how much influence the independent variable (X) has on the dependent variable (Y), the amount of influence quantitatively each independent variable if the influence of the variable is considered constant. For example, a multiple regression equation:

$$Y = a + 1x_1 + 2x_2$$

Information:

$Y$  = Organizational Citizen Behavior (OCB) variable.

$X$  = Servant leadership variable

1 = Servant leadership regression coefficient

a) Y = Organizational Citizen Behavior (OCB). This is obtained from the mean dimension forming Organizational Citizen Behavior (OCB), which is the total sum of the averages of the five dimensions forming behavior having service (OCB), divided by five.

b) X = Servant leadership variable, obtained from taking the largest (dominant) mean of the four serving leadership indicators.

### The Findings and Evaluation

#### Description of Research Place

The object of this research is the administrators of the Bethel Church of Indonesia in Surabaya City. This church is located at Ruko Grand Flower Blok C-12, Jl. Flower Market No. 4, Surabaya, Indonesia.

### Research Data Collection

Primary data collection in this study was conducted through the distribution of questionnaires. This method is used to measure the variables of servant leadership, and Organizational Citizen Behavior (OCB) on the workers / administrators of the Bethel Church of Indonesia, Surabaya City. In conducting this research, the researcher distributed questionnaires directly to the respondents.

### Description of Population and Research Sample

The population in the study was 30 people, and the sample used was the entire population, namely 30 respondents and had met the research requirements (Bungin, 2011)

Table below is a table of respondents' gender, where 22 respondents are male (73.3%) and 8 are female (26.7%).

#### Respondent's Gender

Gender	Frequency	Percentage
Male	22	73,3%
Female	8	26,7%
Total	30	100%

The table above is the age table of respondents: 8 people aged < 20 years (26, 7 %), 20 people aged 20 - 30 years (66.7 %), and 2 people aged 31 - 40

years (6.6 %). From this table, it is known that most respondents are in the age group of 20 – 30 years.

### The Age of Respondents

Age	Respondents	Percentage (%)
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< 20 years	8	26,7%
20 – 30 years	20	66,7%
31 – 40 years	2	6,6%
TOTAL	30	100%

The table below is the last education table of the respondents, as many as 3 junior high school students (10 %), 22 high school or vocational school (73.3 %), 4 undergraduates (13.3%), and 1

master (3.3%). This table shows that most of the respondents' last education was high school as much as 73.3%

#### Level of Education

Education	Respondents	Percentage (%)
Middle School	3	10%
High School	22	73,3%
Undergraduate	4	13,3%
Graduate	1	3,3%
TOTAL	30	100%

The table below shows the length of time serving respondents at the Bethel Church of Indonesia in Surabaya city, namely 9 people who have served 0-2 years (30%), 17 people have served 2-4 years (56.7%), and 4 people have served more than 4

years (13.3%). This table shows that most of the respondents have served in the Bethel Church of Indonesia in Surabaya city is about 2-4 years (56.7%).

#### Length of Time Ministry

Years	Respondents	Percentage (%)
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0 – 2	9	30%
2 – 4	17	56,7%
> 4	4	13,3%
TOTAL	30	100%

Single or Married

(6.7%). This table shows that most of the respondents are unmarried (93.3%).

The table below denotes 28 respondents were not married (93.3%) and 2 respondents were married

Status	Respondents	Percentage (%)
Single	28	93,3%
Married	2	6,7%
TOTAL	30	100%

### Test Measuring Instruments Research

In obtaining data through questionnaires, it is necessary to test the validity and reliability. Validity testing needs to be done to measure whether the statement items in the questionnaire can measure what is intended to be measured. The validity test used is the construct validity test, which is to question whether the statement items

in the questionnaire are in accordance with the concept. Validity testing was carried out on 30 respondents by calculating the correlation coefficient. An item is said to be valid if the corrected item total correlation value is  $> 0.3$ . The following table 4.10 is a summary of the results of the validity test.

### Summary of Validity

No	Variable	Dropped Items	Corrected Item Total Correlation	Alpha Cronbach	Description

1	Servant leadership	8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18	0,346 – 0,755	0,893 – 0,905	Valid
2	Organizational Citizen Behavior (OCB)	7, 8, 11, 12, 17, 20	0,306 – 0,680	0,871 – 0,884	Valid

Reliability testing is conducted to determine whether the questionnaire can be measured consistently from time to time. Reliability measurement is done by calculating Cronbach's Alpha coefficient ( $\alpha$ ). According to Nurgiyantoro

(2004, p. 339-350) the measuring instrument is declared reliable if Cronbach's Alpha  $> 0.6$ . The following table is a summary of the results of reliability testing.

#### Reliability Test Summary

No	Variable	Alpha Cronbach	Description
1	Servant leadership	0,905	Reliable
2	Organizational Citizen Behavior (OCB)	0,884	Reliable

#### Research Assumption Test

Based on the results of the normality test carried out using SPSS software, the significance value of Kolmogorov Smirnov variable is Servant Leadership (X), and Organizational Citizen

Behavior (OCB) ( $Y > 0.05$ ), so it can be concluded that the processed data is data that is normally distributed so that the normality test is met and uses parametric tests to test the hypothesis.

Variable	Kolmogorov-Smirnov	Description
Servant leadership	0,074	Normal

Organizational Citizen Behavior (OCB)	0,188	Normal
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### Descriptive Analysis

### Class Interval Category

To perform a descriptive analysis, the average value categorization is carried out as follows:

Class Interval	Description
1,00 – 1,75	Very low
1,76 – 2,50	Low
2,51 – 3,25	High
3,26 – 4,00	Very high

As explained in the operational definition, the servant leadership variable (X) is the independent variables with several aspects, the results of which are shown in table below, as follows:

### Results of Respondents' Responses to Servant Leadership Variables (X)

Aspect	Score	Description
Emotional healing	3,35	Very high
Creating value for the community	3,49	Very high
Conceptual Skills	3,54	Very high
Empowering	3,06	High

Helping subordinates grow and succeed	3,48	Very high
Putting subordinates first	3,27	Very high
Behaving ethically	3,72	Very high
TOTAL	3,42	Very high

From table above, the average value of the highest aspect of servant leadership (X1) is behaving ethically (3.72) meaning that the behavior of the administrators the Bethel Church of Indonesia in Surabaya City shows openness, fairness, and honesty.

### Hypothesis testing

#### Summary of Hypothesis

Variable	r	r <sup>2</sup>	df	Sig	Description
Servant leadership	0,482	0,232	1	0,007	Significantly Correlated

From the results of the hypothesis test, the Servant Leadership variable (X) has a significant correlation to the Organizational Citizen Behavior (OCB) variable - (Y).

#### Multiple Linear Regression Analysis

In this study, data processing was carried out using multiple linear regression analysis.

In this study, hypothesis testing will be conducted to determine the relationship between the independent (X) and dependent (Y) variables. Variable X has a correlation with variable Y if the significance value is  $< 0.05$ . The following table is the summary of the Product Moment correlation analysis test:

Multiple linear regression was used to find the relationship between the independent variables consisting of the servant leadership variable (X) with the dependent variable Organizational Citizen Behavior (OCB) (Y). The results of the regression can be seen in table below this:  
Regression Coefficient Estimation Results

Model	Regression Coefficient ( $\beta$ )
Servant leadership ( $X_1$ )	-0,025

Based on the results of the calculations above, the following multiple linear regression equation is obtained:

$$Y = 33,161 - 0,025X$$

The explanation of the regression model above is as follows:

- The resulting constant (a) of 33,161 indicates that the value of Organizational Citizen Behavior (OCB) (Y) is 33,161 if servant leadership (X).
- The value of the serving leadership coefficient ( $\beta_1$ ) is -0.025, which means that if 1 change by

one unit, then (Y) will change by -0.025. The negative sign on the coefficient value 1 symbolizes a unidirectional relationship between (X) and (Y), meaning that if the servant leadership (X) is getting stronger, then Organizational Citizen Behavior (OCB) (Y) in the Bethel Church of Indonesia, Surabaya, will decrease and vice versa.

#### Analysis of Correlation Coefficient and Coefficient of Determination

Model	R	R Square
1	0,462	0,213

The value of the correlation coefficient (R) indicates how closely the relationship between the independent variable of service leadership (X) with the Organizational Citizen Behavior (OCB) (Y), the magnitude of the correlation coefficient is 0.462. This value shows that the relationship between the independent variable of serving leadership (X) with the dependent variable of Organizational Citizen Behavior (OCB) (Y) is close or strong at 46.2%. The value of the coefficient of determination ( $R^2$ ) is used to measure how far the model's ability to explain the variation of the dependent variable (Y), namely

Organizational Citizen Behavior (OCB). The results of the SPSS calculation obtained a value of  $R^2 = 0.213$  which means that 21.3% of OCB service behavior (Y) can be explained by the independent variables that influence it, namely servant leadership, while the remaining 78.7% is influenced by other variables. To find out the independent variables that have a dominant influence on Organizational Citizen Behavior (OCB) in the Bethel Church of Indonesia, Surabaya City, it can be seen on the standardized beta coefficient below.

#### Coefficient Standardized

Independent Variable	Coefficient Standardized Beta
Servant leadership (X)	-0,300

### Conclusion and Further Research

Based on the results of the research that has been done, this research has some conclusions. First, the model of Servant Leadership has a significant correlation to Organizational Citizen Behavior (OCB). Second, correlation of exemplary servant leadership (X) with Organizational Citizen Behavior (OCB) (Y) is close or strong by 46.2%. Third, 21.3% of Organizational Citizen Behavior (OCB) (Y) can be explained by the variable independent influence that is the exemplary leadership that serving and organizational commitment, while the remaining 78.7% influenced by other variables outside the model under study.

Also, from the results of the research conducted, some suggestions can be given. First, servant leadership needs increased attention from leaders, especially in terms of efforts to put the interests of leaders and empower them. Second, the role of organizational commitment is very beneficial for the organization, especially if the current management or administrators want to work to increase success for the organization. This role is clear so that the organization must maintain and even increase the commitment of the employees. This can be further improved by providing motivation and strengthening goals continuously on an ongoing basis, as the management or employees are more and more proud to be part of this organization.

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