The Effect of Servant Leadership on Organizational Citizenship Behavior, Turnover Intention and Work Performance in Indonesian Air Companies

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Abstract. The purpose of this article to analyze the effect of servant leadership on organizational citizenship behavior, turnover intention and work performance both directly or through the mediation of perceived organizational support, job embeddedness and job satisfaction in the aviation industry in Indonesia. This article uses factor analysis and structural equation modeling (SEM) Lisrel into the research. The sample used is 156 respondents. The finding of this study is that is not directly related to behavior and performance directly related to turnover servant leadership organizational citizenship but work is intention.

Keywords: servant leadership · organizational citizenship behavior · turnover intention · work performance

1 Introduction

Leadership is an important thing that greatly affects the success of a company. One type of leadership is servant leadership. At present, servant leadership is one type of leadership has been successfully practiced in various countries and has provided dynamic developments in the last few decades [1]. Servant leadership began to be used in companies because of the style of a leader who prioritizes his service to others and can improve employee performance [2].

Many companies are starting to apply the servant leadership style, one of which is in the aviation world [3]. The type of leadership is Servant Leadership, one of which is very much needed in the aviation world, which is a benchmark in the quality of service delivery and image for airlines [4]. Currently, many employees need achievement in their work so that a servant leadership can always encourage them to develop their potential.

This type of leadership has a significant role in a company's performance that makes employees have good work results so that the motivation given will certainly reduce the impact of turnover intention arising from employees [5]. A leader will also pay attention to the social behavior of company employees so that employee performance will certainly be monitored. In addition, this type of leadership will also be closely related to work performance where every employee's skill is an asset for the company [6].

In previous studies it has been explained that servant leadership has an impact on a company's function and performance [1], where servant leadership able to reduce turnover intention [7]. In addition, servant leadership is mediated using job embeddedness to reduce the impact of turnover intention [8]. Servant leadership mediated by job embeddedness will also affect work performance and organizational citizenship behavior [1]. Therefore, a study was conducted with the purpose of knowing the mediating factors in servant leadership that can affect turnover intention, organizational citizenship behavior and work performance and whether the results will affect employees at airlines in Indonesia.

A. *Servant Leadership*

Servant leadership focuses on a leader who serve the follower above them personal interests [2]. The servant leadership style will be able to fulfill the needs of employees by focusing on a comfortable work environment [9], meaning that this type of leadership will provide services to their followers with ethical behavior and certainly have a significant impact [1].

In addition, servant leadership provides full encouragement and support to employees to continue to increase their potential [10], so that employees will feel cared for by their leaders [11]. So, the authors can conclude that the servant leadership style is a type of leadership that provides the best service in the form of attention and empathy for followers, in this case employees so that employees will feel that they are cared for specifically by a leader.

B. *Job Embeddedness*

Job embeddedness can be interpreted as employee's desire to work and bind himself into an organization. In other words, an employee will bind himself in a company he wants [12]. Job embeddedness is getting stronger with the social, psychological and economic factors in a company [13]. Job embeddedness is theorized as a state of energetic motivation that directs an individual's efforts to complete tasks at work [14]. So, the author can conclude that job embeddedness is a desire of an employee to bind himself to a company where he works.

C. *Job Satisfaction*

Job also be seen from the work performance obtained by employees [15], so job satisfaction can be interpreted by how satisfied employees feel about work performance in the company [16]. Job satisfaction is a combination of positive and negative feelings from employees [17]. Job satisfaction also reflects the psychological and emotional state of an employee's feelings [18]. Basically, the existence of job satisfaction will certainly help the growth and achievement of success of a company [19]. So the author can conclude that Job Satisfaction is a feeling of satisfaction from employees for the work they do.

D. *Perceived Organizational Support*

Perceived organizational support can be interpreted as a company support for employees [20]. Perceived organizational support focuses on how the company where

he works can always pay attention to the welfare and contributions of employees. Contribution focuses on the performance of employees who participate directly in company activities [21]. Company activities are perceived organizational support provided to work results and employee work achievements [22]. So, the authors can conclude that perceived organizational support is the support provided by a company to employees in order to increase maximum work results.

E. *Turnover Intention*

Turnover intention is more directed to employees' feelings where the company does not meet their needs and they feel disappointed because reality does not match expectations [23]. Turnover Intention is the plan and desire of employees to try to leave the job they are currently doing to meet their needs and try to find new alternative jobs according to their wishes for a better future [24]. When the company asks employees to work harder and creates a feeling of wanting to leave the company, turnover intention can be said to be high because it is influenced by stress, work fatigue and commitment from the company, besides that turnover intention can occur because of an unfavorable relationship between employees where it is possible to a social gap in the corporate environment. So the author can conclude that turnover intention is a feeling of disappointment faced by employees because reality is very different from employee expectations.

F. *Organizational Citizenship Behavior*

Organizational citizenship behavior can be said as a social behavior that arises from within employees in a company [25]. Organizational citizenship behavior is the wise behavior of an individual is indirectly recognized with a reward, and is able to encourage the effective functioning of the organization. [26]. Organizational citizenship behavior can also be interpreted as employee behavior that affects the effectiveness of a company with a positive effect to achieve an award [27]. Organizational citizenship behavior affects employee productivity in doing their work, but the organization cannot provide an overview to employees of all employee behaviors that are really needed in achieving goals using the job description given to them [28]. In addition, organizational citizenship behavior is an attitude outside the role in the company that has the aim of repaying a kindness [1]. So, the authors can conclude that organizational citizenship behavior is a social behavior that employees have outside the limits of their authority in doing a job.

G. *Work Performance*

Work performance is an employee's skills and expertise which is a valuable asset for the company as a basic form of creating a new alternative for the future [6]. Meanwhile, according to [29] work performance is a concept of the results of employee performance in the company that can be clearly identified. So that the author can conclude that work performance is an achievement of the work's employees in the company. Work performance is also a realization of employee behavior that influences it in doing its work [30].

H. *Job Satisfaction as the mediator between Servant Leadership and Turnover Intention*

Job satisfaction is part of employees' feelings into doing a job where the role of servant leadership will help provide support to employees to continue to show their

best performance [31]. Employees who are getting tired of their work and begin to show turnover intention, a servant leadership will provide positive energy through job satisfaction [9] so that it will reduce the impact of turnover intention [32].

I. *Perceived Organizational Support as a mediator between Servant Leadership and Turnover Intention*

Perceived organizational support is the support provided by a company through servant leadership so that employees have a positive perception of the company [33]. Through this support, employees will feel that the existing fatigue will disappear [20] From this, the role of a servant leadership style where using the mediation of perceived organizational support will reduce the impact of employee turnover intentions [32].

J. *Job Embeddedness on Organizational Citizenship Behavior, Turnover Intention and Work Performance*

The role of job embeddedness in a company is very important which will increase organizational citizenship behavior because of the compatibility between employees and the surrounding environment, both the living environment and work environment [13], then job embeddedness will improve employee performance so that the work performance of employees in a company will increase. [34]. Apart from that, with job embeddedness, employees will try to stay in the company [35] and this will reduce the level turnover intention [32].

K. *Mediation Role Job Embeddedness*

An employee through job embeddedness will try to maintain their position in a company [35]. This happens because of the support from servant leadership to reduce turnover intention [32]. Employee Through job embeddedness, employees will also try to improve organizational citizenship behavior so that they can always be positive [25], besides that, with a strong bond between employees and the company, it will also indirectly improve the work performance of employees, resulting in good performance [34] (Fig. 1).
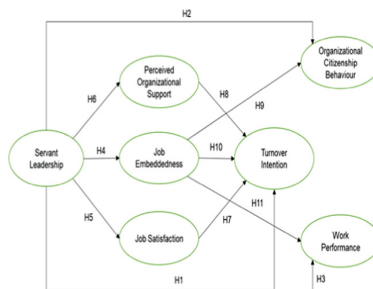

Fig. 1. Mediation Role Job Embeddedness

2 Method

A. *Determination of Sample*

The population in this study are all employees who work in the Indonesian Aviation Industry. Sampling in this study was conducted using purposive sampling (purposive sampling) and the criteria taken were employees who worked in the Indonesian Aviation Navigation Industry for a minimum period of 1 (one) year. Then for the number of samples in this study using a minimum limit of at least 5 times the number of questions asked by the author [36], so the amount of samples in this study was 156 people.

B. *Analysis Method*

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3 Result and Discussion

A. *Discussion of Research Results*

This study was initiated by conducting a pre-test to 30 respondents, then distributing questionnaires to a larger target of 156 respondents. Respondents from this study are permanent employees who have worked for more than 1 year from a company or aviation agency engaged in aviation navigation services (Table 1).

The measurement on construct validity can be accepted and declared valid [36], because of many indicators in each variable have loading factor of 0.50 where there is 1 indicator on the Job Embeddedness which is declared invalid (Table 2). Then related to construct reliability (CR) and variable extracted (VE) tests, it can be said fulfill the reliability requirements when the CR value is above 0.60 and the VE value is above 0.50 (Table 3).

Based on the analysis of the suitability test, most of them showed a good match. Including $X2/df = 7369.26$; degrees of freedom $= 404$; Chi Square $= 534.90$; RMSEA $= 0.046$; ECVI $= 4.64$; AIC $= 718.90$; CAIC $= 1091.49$; NFI $= 0.92$; Critical N $=$

Table 1. RESEARCH DATA

Gender	Amount	%
Male	101	64,70%
Female	55	35,30%
Total	156	100%

Table 2. RESEARCH DATA

Age	Amount	%
20 – 30	104	66,67%
31 – 40	44	28,21%
41 – 50	4	2,56%
> 50	4	2,56%
Total	156	100%

Table 3. Research Data

Years of Service	Amount	%
1	0	0
> 1	156	100%
Total	156	100%

127.52 and GFI $= 0.82$ Thus there is a goodness of fit (goodness of fit) although some there are at the marginal fit (Table 4).

B. *Discussion*

The first finding in this study shows that a leader who serves his team members can reduce turnover intention in employees who work in the aviation industry. This shows that when a leader pays attention to and prioritizes the career development of employees in his team, is always willing to provide assistance when the employee needs help with both work and personal problems, this will reduce the employee's desire to move and find a new job in another company.

The second study shows that a leader with servant leadership will reduce organizational citizenship behavior. A leader who pays attention to the career development of employees in his team, it will make employees experience a decrease in terms of being responsible for the work they complete then in terms of employee involvement in other activities that support their performance will also decrease. This is very different from previous research by [1, 37, 38] which states that servant leadership will improve organizational citizenship behavior.

The third study shows that a leader with servant leadership will reduce work performance. A leader who pays attention to the career development of employees in his team will make employees reduce extra effort in carrying out their work, the quality of the work provided will be ordinary and only work according to their abilities. This is different from previous research by [1, 37, 38] which states that the servant leadership style will have a positive effect on work performance.

The fourth study shows that a leader with servant leadership will increase job embeddedness. A leader who always provides full support and attention to employees above

Table 4. Reliability

VAR	IND	CR	VE
SL	SL1	0,670	0,410
	SL2		
	SL3		
POS	POS1	0,894	0,684
	POS2		
	POS3		
	POS4		
JE	JE1	0,756	0,450
	JE2		
	JE3		
	J34		
JS	JS1	0,881	0,598
	JS2		
	JS3		
	JS4		
	JS5		
OCB	OCB1	0,903	0,653
	OCB2		
	0CB3		
	OCB4		
	OCB5		
TI	TI1	0,934	0,741
	TI2		
	TI3		
	TI4		
	TI5		
WP	WP1	0,880	0,595
	WP2		
	WP3		
	WP4		
	WP5		

their personal interests, then this will make employees feel that they will be tied to the current airline company and will make employees unable to leave the place where he works, namely the airline company.

The fifth study shows that a leader with the servant leadership will increase job satisfaction. A leader who always gives full support and attention to employees above his personal interests, then in carrying out his work an employee will feel satisfied even though the workload given to him is quite a lot because of the special attention of a leader.

The sixth study shows that a servant leadership will increase perceived organizational support. A leader who always gives full support and attention to employees above their personal interests, employees feel that the airline is very concerned about their welfare, appreciates employees' contributions to the company and is willing to help employees specifically in dealing with work problems they face at the office.

The seventh study, namely job satisfaction showed a negative effect on turnover intent. This proves that employees at airlines who feel that they are satisfied with the current job, then are not bored with the work given to them and are very enthusiastic about the existing work, this can reduce the intention to move employees to other companies and eliminate employees' thinking to continue to look for new jobs and reduce the activeness of employees in applying for new jobs.

The eighth study, perceived organizational support shows a negative effect on turnover intention, this proves that employees at airlines who feel that the company cares about their welfare then the company also appreciates more employee contributions to the company and the company is willing to help employees who are experiencing problems in their work then this can reduce the intention to move from employees to airlines and eliminate employees' thinking to continue looking for new jobs and reduce employee activity in applying for new jobs.

The ninth study, Job embeddedness shows a positive influence on organizational citizenship behavior. This finding shows that when an employee feels that he or she is trapped and bound in the airline company, it will be difficult for the employee to leave the airline. Then with the employee's work engagement, the employee will try hard in completing all kinds of duties and responsibilities given to him as expected by the company.

The tenth study, Job embeddedness has a negative effect on turnover intention. When an employee feels that he or she is trapped and tied to an airline company, this can reduce the employee's intentions and thoughts to move to find a new job and make employees try to survive in the current company.

Then in the eleventh study, embeddedness showed a positive influence on work performance, where with a strong work attachment between airlines and employees this will make employees try to work as hard as possible and show the quality of their work extra and even in doing their work will trying to do better than their co-workers.

The twelfth study in this study proved that job engagement mediates the relationship between a servant leader and organizational citizenship behavior. When a leader with the servant leadership tries to keep thinking about the career development that happens to employees in his work team and tries to help all kinds of problems that occur to employees, both personal and office problems, then in this case it is strengthened by the

feeling of employees who are starting to get trapped and bound. in the company and feel that they cannot leave the company where they work, this will further increase the responsibility of employees in doing their work in accordance with what is expected by the airline company and will make employees try to always be directly involved in carrying out the work given to them by the company.

The thirteenth study, Job engagement mediates the relationship between a servant leader and turnover intention. When a leader with the servant leadership tries to keep thinking about the career development that happens to employees in his work team and tries to help all kinds of problems that occur to employees, both personal and office problems, then in this case it is strengthened by the feeling of employees who are starting to get trapped and bound. in the company and feel that they cannot leave the company where they work, this can reduce the intentions, desires and thoughts of an employee to move and find a new job in another company.

In the fourteenth study, job engagement mediated the relationship between a servant leader and job performance. When a leader with the servant leadership tries to keep thinking about the career development that happens to employees in his work team and tries to help all kinds of problems that occur to employees, both personal and office problems, then in this case it is strengthened by the feeling of employees who are starting to get trapped and bound. In the company and feel that he cannot leave the company where they work, this will further improve the quality of employee work where employees will always show their best work and be able to compete in terms of work with other employees.

4   Conclusion

This study can prove that a leader with a servant leadership type cannot be directly related to organizational citizenship behavior and work performance. The servant leadership variable will be able to relate and have a positive effect on organizational citizenship behavior and performance through mediation of work involvement and then to be able to reduce employee turnover intentions, the servant leadership style must be improved by paying more attention to employees and with perceived organizational support, work involvement and job satisfaction will be able to reduce employee turnover intentions.

A leader who pays attention to and prioritizes the career development of employees in his team, is always willing to provide assistance when the employee needs help with both work and personal problems, and the leader always puts the interests of the employees in his team first, then strengthened by the employee's attachment to the airline company, support and care. From the company for the welfare of employees and the existence of job satisfaction in employees, this can reduce the intention to move and thoughts of wanting to leave the company from employees at the airline company and can also increase the responsibility of employees in doing their work in accordance with what is expected by the airline and the quality Employee work will increase where employees will always show their best work and be able to compete in terms of work with other employees.

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