

**PENGARUH *SERVANT LEADERSHIP* DAN KEADILAN  
ORGANISASI TERHADAP *ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR* (OCB) DENGAN KEPUASAN KERJA SEBAGAI  
VARIABEL MEDIASI**

**(STUDI PADA PEGAWAI DI UPT PUSKESMAS BL.  
LIMBANGAN)**



**TESIS**

Diajukan untuk Memenuhi Salah Satu Syarat Memperoleh Gelar Magister  
Manajemen pada Program Studi Manajemen

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## **LEMBAR HAK CIPTA**

### **PENGARUH *SERVANT LEADERSHIP* DAN KEADILAN ORGANISASI TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* (OCB) DENGAN KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI**

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LIMBANGAN)**

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## LEMBAR PENGESAHAN

**PENGARUH *SERVANT LEADERSHIP* DAN KEADILAN ORGANISASI  
TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* (OCB)  
DENGAN KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI  
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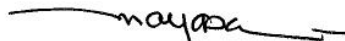
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## **ABSTRAK**

Penelitian ini dilatarbelakangi oleh rendahnya tingkat *Organizational Citizenship Behavior* (OCB) yang dimiliki oleh pegawai di Puskesmas Limbangan. Penelitian ini bertujuan untuk mengetahui sejauh mana gaya kepemimpinan *Servant Leadership* ( $X_1$ ), Keadilan Organisasi ( $X_2$ ) dan Kepuasan Kerja (M) menjadi solusi terhadap masalah *Organizational Citizenship Behavior* (Y). Metode penelitian yang digunakan adalah survei eksplanatori dengan menggunakan kuesioner sebagai alat pengumpul data. Populasi dalam penelitian adalah pegawai di UPT Puskesmas Bl.Limbangan, dan sampel dalam penelitian ini adalah sebanyak 85 responden yang diperoleh dari pengambilan sampel dengan menggunakan Teknik *nonprobability sampling*. Teknik analisis data menggunakan SEM-PLS dibantu dengan program SMART PLS 4. Hasil penelitian menunjukkan bahwa *Servant Leadership* tidak berpengaruh secara positif dan signifikan terhadap kepuasan kerja. *Servant Leadership* tidak berpengaruh positif dan signifikan terhadap OCB. Keadilan Organisasi berpengaruh secara positif dan signifikan terhadap Kepuasan Kerja. Keadilan Organisasi tidak berpengaruh positif dan signifikan terhadap OCB. Kepuasan Kerja tidak berpengaruh secara positif dan signifikan terhadap OCB. Kepuasan Kerja tidak memediasi pengaruh *Servant Leadership* terhadap OCB. Kepuasan Kerja tidak memediasi pengaruh Keadilan Organisasi terhadap OCB.

**Kata Kunci :** *Servant Leadership*, Keadilan Organisasi, Kepuasan Kerja, *Organizational Citizenship Behavior*

**Galang Semesta Fauzi (2107890). "THE EFFECT OF SERVANT LEADERSHIP AND ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH JOB SATISFACTION AS A MEDIATION VARIABLE (A Study Of Employees At The Bl. Limbangan Public Health Center). Under the guidance of Supervisor I: Prof. Dr. H. Edi Suryadi and Advisor II: Dr. Askolani, S.E.,M.M**

## **ABSTRACT**

*This research is motivated by the low level of Organizational Citizenship Behavior (OCB) owned by employees at the Limbangan Community Health Center. This study aims to determine the extent to which the leadership style of Servant Leadership (X1), Organizational Justice (X2) and Job satisfaction (M) are solutions to the problem of Organizational Citizenship Behavior (Y). The research method used is an explanatory survey using a questionnaire as a data collection tool. The population in the study were employees at the UPT Bl. Limbangan Community Health Center, and the sample in this study was 85 respondents obtained from sampling using nonprobability sampling techniques. The data analysis technique used SEM-PLS assisted by the SMART PLS 4 program. The results of the study showed that Servant Leadership did not have a positive and significant effect on Job satisfaction. Servant Leadership did not have a positive and significant effect on OCB. Organizational Justice had a positive and significant effect on Job satisfaction. Organizational Justice did not have a positive and significant effect on OCB. Job satisfaction did not have a positive and significant effect on OCB. Job satisfaction does not mediate the effect of Servant Leadership on OCB. Job satisfaction does not mediate the effect of Organizational Justice on OCB.*

**Keywords :** Servant Leadership, Organizational Justice, Job satisfaction, Organizational Citizenship Behavior.

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