

# The Role Of Servant Leadership And Organizational Climate On Organizational Citizenship Behavior With Job Satisfaction As Mediator

Aprian Wahyu, Fatwa Tentama, Erita Yuliasesti Diah Sari

**Abstract :** This Research aim's to understand the role of servant leadership and organizational climate against ocb with job satisfaction as a mediator. Subject of study the research is permanent workers X University. Data collection methods using a scale that is the scale of servant leadership, organizational climate, job satisfaction and Organizational Citizenship Behavior. The Analysis data conducted using PLS (partial least square) where the process assisted with software smarPLS 3.0. The results of this study indicate job satisfaction significantly influences OCB. Servant leadership and organizational climate significantly influence job satisfaction. Servant leadership significantly influences OCB, however, organizational climate does not affect OCB. Servant leadership can influence OCB through job satisfaction or directly, while organizational climate can affect OCB indirectly so that it is through job satisfaction first. An employer gives positive contribution to the organization voluntarily, because they learn more the habits of his leader who serves as well as possible, and also personal positive perceptions about the quality of organizational life. The role of the two variables will be better if added with high job satisfaction because overall satisfaction with work will increase positive emotions for them and this is will give the impact for employees to encourage positive contributions such as helping colleagues, developing themselves and even involved to increase the organization voluntarily.

**Keywords:** Organizational climate, servant leadership, Job satisfaction, OCB

## 1. INTRODUCTION

Globalization recently became an increasingly discussed issue. The existence of a country is increasingly ruled out along with technological developments. Winning competition is a hot topic to be able to survive in the era of globalization which is marked by increasingly rapid changes due to technological developments. At the end of 2018, statistics stated that 95,335 expatriates had come to fill several positions in Indonesian companies. The expatriate arrival statistics increased 10 percent from 2017 and the number of expatriates will continue to increase in 2019 [1]. Organizations that are generally rated as the most capable places to produce quality human resources are educational institutions. In general, the organization is divided into two large groups based on the objectives, namely: (1) social organization that aims to improve the welfare of its members; (2) business organizations aiming to gain profit [2]. Educational institutions stand as one of the social organizations that aims to improve the welfare of its members so they can produce quality graduates and have competitiveness. X University is one of the educational institutions that strives to create the best graduates in their fields while at the same time being driven by Islamic values. "Being an internationally recognized university, imbued with Islamic values" is the sound of a vision echoed by X University.

This vision is a shared goal that is represented through all division functions within the X University body and becomes the foundation for all employees. Realizing a vision requires superior performance so that organizations become more effective. An effective organization in its journey requires the right resources. Resources that can be said to be good are those that can be used optimally. These resources consist of natural resources, financial resources, human resources, scientific resources, and technological resources [3]. Recently, there have been many studies on variables that support organizational effectiveness. One of them that is quite influential is organizational citizenship behavior (OCB) [4]. There is study aims at organizational behavior. This targeted behavior includes not only in-roles, that is, working according to job description standards, but also extra-roles, namely giving the company more than expected. OCB can be identified as a choice behavior that is not a formal work obligation of employees, but can support organizational functions effectively [5]. OCB can influence organizational effectiveness for several reasons. First, OCB can help improve co-worker productivity. Second, OCB can help improve managerial productivity. Third, OCB can help make efficient use of organizational resources for productive purposes. Fourth, OCB can reduce the level of need for providing organizational resources for employee maintenance purposes. Fifth, OCB can be used as an effective basis for coordination activities between team members and between work groups. Sixth, OCB can improve an organization's ability to obtain and maintain reliable HR by giving the impression that the organization is an attractive place to work. Seventh, OCB can improve organizational performance stability. And finally, OCB can improve an organization's ability to adapt to changes in its business environment [4]. Based on the pre-research results found several things about OCB on X University employees such as helping the work of colleagues, replacing the duties of colleagues who are absence, helping

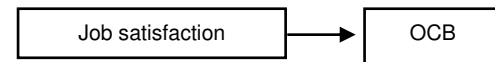
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the adaptation of new employees and also visiting colleagues who are sick. This behavior reflects individual OCB, namely altruism. It's just that there are still OCB behaviors that have not been maximized such as disputes due to workload, playing games during working hours and also resting during working hours which indicates the civic virtue and conscientiousness aspects that are not appropriate. Research on OCB and the influencing factors so far are still popping up and one of the influencing factors is job satisfaction [6]. Job satisfaction not only has a positive relationship but is also able to be a mediator between OCB. Job satisfaction being able to be a mediator between organizational learning culture and perceived organizational support for OCB [7]. Job satisfaction is the extent to which employees feel positively or negatively towards various factors or dimensions of the tasks in their work [8]. Job satisfaction in employees is influenced by many factors and one of the external factors is leadership. Service-oriented leadership is commonly referred to as servant leadership. There is one research shows that servant leadership can predict job satisfaction [9]. Similar research was also conducted of hospital nurses who showed that servant leadership can be a predictor and is connected with a significant positive effect on job satisfaction [10]. This reinforces that job satisfaction is influenced by serving leadership style. Job satisfaction is built because the leadership style of serving is slowly building a collaborative atmosphere between members. Employees who work with colleagues who are positive and inspire so that employees become motivated are called the effects of the organizational climate. Organizational climate leads to perceptions of organizational members towards the organization and its work environment [5]. One research on the employees of Kaohsiung port operations in Taiwan revealed that there was a significant positive relationship between organizational climate and job satisfaction [11]. Organizational climate not only affects job satisfaction but also encourages the emergence of OCB. Organizational climate when regressed to OCB shows significance value so that organizational climate plays a role in OCB emergence [12]. This argument reinforces the pre-research results which found that employees really felt the family atmosphere between senior and junior as well as superiors and subordinates. Such background attracts the interest of researchers to examine and test the allegations that might exist. Furthermore, researchers also want to gain more knowledge about the world of work that will soon be faced in the future, how an employee shows OCB and is willing to provide extra-roles for the company

### 1.1. Job Satisfaction and OCB

Categorizes three factors that influence OCB namely, individual differences, attitudes toward work and contextual variables. Individual differences include, for example, experience, training and knowledge [4]. Job satisfaction as a variable summarized in work attitude factors namely salary increase, knowledge development, improvement of work facilities, and improvement of interpersonal relationships as well as work relations can always increase OCB [6]. Job satisfaction is the extent to which employees feel positive or negative emotions towards work [8]. OCB is also perceived as an alternative explanation to the satisfaction hypothesis [13]. Job satisfaction is always

positively correlated to all OCB dimensions. Job satisfaction increases employee involvement to participate appropriately and responsibly in company matters to enhance corporate governance. Proactive, responsible participation in the political life of the organisation improves employee awareness of the affairs and developments at the workplace [14].



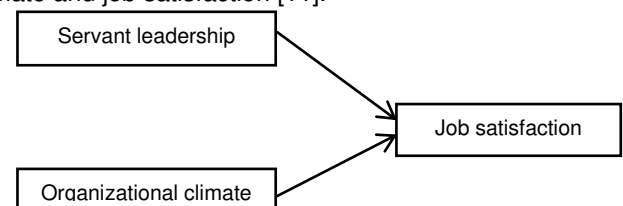
**Figure 1. Job satisfaction to OCB**

### 1.2. Servant Leadership and Job Satisfaction

Job satisfaction that stands as a work attitude factor that affects OCB is also influenced by servant leadership, especially on the dimensions of organizational stewardship [15]. This research also confirms that job satisfaction can be improved through the establishment of servant leadership where leadership serves can revolutionize interpersonal relationships in the workplace. This strategy makes followers treated fairly which increases employee job satisfaction. According to Greensleaf (1970) [16], where there is a leadership type serving to have a positive impact on individual development and this has a very significant positive correlation with job satisfaction. This expression is also correlated [9].

### 1.3. Organizational Climate and Job Satisfaction

A good organizational climate will certainly increase employee job satisfaction. Job satisfaction felt by employees can be traced from the organizational climate and when the organizational climate is considered less pleasant in aspects of relationships such as lack of mutual support between themselves and colleagues, superiors and subordinates [17]. Improving the quality of the organizational climate will be followed by an increase in job satisfaction meaning the better the organizational climate of the company, will further increase employee job satisfaction [18]. There is one research on the employees of Kaohsiung port operations in Taiwan revealed that there was a significant positive relationship between organizational climate and job satisfaction [11].



**Figure 2. Servant Leadership and Organizational climate to Job satisfaction**

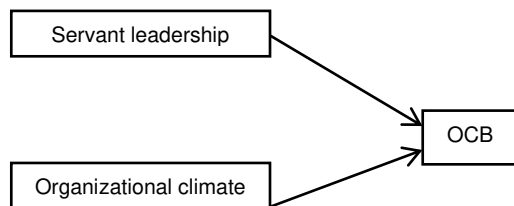
### 1.4. Organizational Climate and OCB

Increased OCB is influenced by two factors, namely internal and external factors and organizational climate including external factors that shape or enhance OCB [19]. There is one research which gave a significant correlation between organizational climate and OCB. One dimension of organizational climate is 'support', which means that

support from colleagues or leaders can increase employee OCB [12].

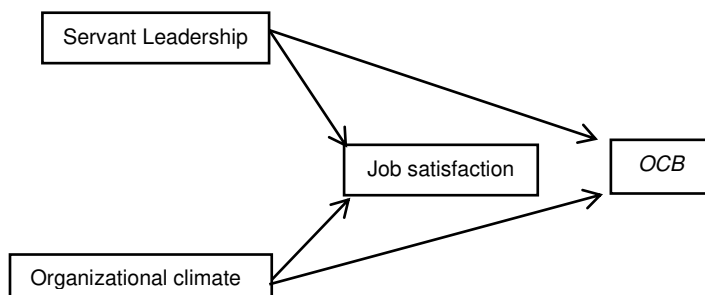
### 1.5. Servant Leadership and OCB

Besides the organizational climate there are still other external factors such as organizational culture and leadership style [19]. Relationship between servant leadership and OCB was examined with the result that there was a very strong influence of servant leadership on OCB [20]. Servant leadership not merely serves the organization as a workplace but also serves followers (subordinates), followers will be influenced to serve orientation like leaders. The rationale for these hypotheses was that servant leaders serve not only the organization, but also their followers. Greenleaf (1977), suggested that if leaders serve followers, followers will be inspired to serve others [20].



**Figure 3.** Servant Leadership and Organizational climate to OCB

Servant Leadership and climate organization stands as an external factor for job satisfaction. Job satisfaction of his existence plays as a working attitude factor to OCB. Based on the correlation between the variables lying on the following figure 4.



**Figure 4.** Servant leadership and Organizational climate to OCB with Job satisfaction as mediator

## 2. LITERATURE REVIEW

### 2.1. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior as individual behavior that is free, not directly or explicitly related to the reward system and can enhance the effective functioning of the organization [13]. OCB is a set of work behavior that exceeds the basic work requirements of employees and is voluntary. OCB is often described as behavior that goes beyond the duties that are the obligations of employees [21]. There is 5 dimensions in OCB [22], namely Altruism: Behavior that aims to help colleagues to solve problems in difficult situations encountered in the organization and personal problems. This dimension leads to the behavior of giving help that is not from its responsibility,

Conscientiousness: Behavior that aims to provide performance that exceeds what the company is targeting. This dimension leads to extra behavior beyond the job description as an employee. Sportmanship: behavior that aims to tolerate situations that are not ideal in the organization without raising objections or rejections. Courtesy: behavior that aims to maintain good relations among employees in order to avoid interpersonal problems. Civic Virtue: behavior aimed at showing good work attitudes such as taking the initiative in contributing to the development of work systems or procedures, protecting resources owned by the organization, etc.

### 2.2. Job Satisfaction

Job satisfaction is the extent to which individuals feel positively or negatively towards various factors or dimensions of tasks in their work [8]. Job satisfaction refers to an individual's general attitude towards the work he does [5]. The most popular definition of job satisfaction provided by Locke [23], is a positive emotional state that results from an assessment of one's work experience. This definition consists of two things, namely cognitive (assessment of one's work), that is someone concludes something based on the results of experience and information obtained, and affective (emotional state), affective is influenced by 2 factors, emotional atmosphere and cognitive schemes. On the other hand Job satisfaction defined as a pleasant or emotionally positive condition that comes from someone's assessment of their work or work experience [24]. The conclusion that can be sparked from a number of notions above is that satisfaction is the level of one's feelings after comparing the perceived performance (or outcome) compared to his expectations. Salary or wage payment The amount of wages received and the rate at which this can be seen as appropriate compared to others in the organization. There is five dimension of job satisfaction [25]: salary: employees want a wage system that is perceived as fair, not in doubt and in line with their expectations. The job itself: Work provides interesting assignments, opportunities to learn, and opportunities to accept responsibility. Coworkers: the rate at which colleagues are technically skilled and socially supportive. Promotion opportunities. Supervision (Supervision): the supervisor's ability to provide technical assistance and behavioral support.

### 2.3. Servant Leadership

Servant leadership is leadership that prioritizes the needs of others, aspirations and interests of others for themselves. committed to serving others [26]. Management style in terms of leading and serving is in harmony, and there is interaction with the environment. Servant leader is someone who has a strong desire to serve and lead and most importantly is able to combine the two as mutually positive reinforcement [27]. Servant leadership is a style of leadership that is very concerned about the growth and dynamics of the lives of followers, themselves and their communities. Then the leader takes precedence over the achievement of personal ambitions and preferences only [20]. Servant leadership, which is a holistic approach to leadership that involves leaders and followers through service orientation, focus on authenticity, stressing on relationships, involving spiritual encouragement and, influencing all to be able to achieve goals that are capable



reached by the group [28]. The conclusion that can be drawn is that Servant leadership is a style of leadership that prioritizes service to others, is very concerned about others and encourages others to have the character of 'serving' with the aim of achieving common prosperity. So far there have been a number of studies that have asked servant leadership by involving many formulations for the construct of its dimensions. The author quotes a summary compiled by Vondey in his research [20] and then chooses to cite the construct dimension which was compiled from the research of Barbuto and Wheeler (2006) [29] with the reason because it is considered the most appropriate background to the research problem. The dimensions of servant leadership as call altruism: a strong desire to make positive changes in the lives of others and put other people's interests ahead of oneself. Emotional healing: the commitment and skill of a leader to be able to listen to subordinates' complaints very empathically so that they can increase and restore morale to their employees. Wisdom: wisdom in understanding a situation and its effects from that situation. High wisdom is intelligent and practical in understanding situations and containing anticipations. Persuasive mapping: the extent to which leaders have the skills to map problems and conceptualize the highest likelihood that will occur and persuade someone to do something when articulating opportunities. Organizational Stewardship: the extent to which leaders prepare organizations to make positive contributions to their environment.

## 2.4. Organizational Climate

Organizational climate is the employee's perception of the quality of the organization's internal environment that is relatively felt by members of the organization and will affect their subsequent behavior [30]. Organizational climate is the traits or characteristics that are perceived and perceived in the work environment and arise mainly because of organizational activities that are carried out consciously or not, and which are considered to influence employee behavior [31]. The conclusion that can be launched is that organizational climate is a set of psychological variables formed due to routine and is able to affect individual behavior in an affection. Dimensions and indicators in organizational climate are elements, factors, characteristics or characteristics of organizational climate variables [32] and then the characteristics or dimensions of organizational climate affect the motivation of organizational members to behave in certain ways [33]. Therefore, the organizational climate can be described in terms of these dimensions. He said that to measure organizational climate there are six dimensions needed, namely, structure: organizational structure reflects the feeling of being well organized and has clear roles and responsibilities in the organizational environment. Achievement Standards: standards in an organization can measure the pressure of feelings to improve performance and the degree of pride possessed by members of the organization in doing a good job. Responsibilities: responsibilities reflect employees' feelings that they are leaders themselves and do not require their decisions to be legitimized by other members of the organization. Awards: appreciation indicates the feeling that employees are valued for good work. Awards are measures of appreciation that are faced with criticism and punishment

for completing work. Support: support is an ongoing feeling of trust and mutual support among work group members. Commitment: commitment is a feeling of pride in the organization and degree of loyalty to the achievement of organizational goals.

## 3. RESEARCH METHOD

### 3.1. Data Collection

This study put four variables to form the background of the problem. The variables are then translated into a measurement tool to collect data. The measuring instrument is hereinafter referred to as the OCB scale to measure OCB, the job satisfaction scale to measure job satisfaction, the organizational climate scale to measure organizational climate and, most recently the servant leadership scale to uncover the potential of servant leadership. The scale is arranged based on the summated rating model which is deployed into four alternative response formats. The summated ratingscale model scale that is popularly used in research is the Likert model scale. Likert scale is often called the Summated scale (scale added) whose meaning is the ordinal scale [34]. Respondents were asked to answer the approval of a psychological object such as job satisfaction. A minimum Likert scale of five or odd. Code (1) is not very suitable, (2) is not suitable, (4) is suitable and (5) is very suitable. The distance between scales is unknown and not constant [34]. The next stage is the implementation of the research starting from the scale distribution on 9 August 2019 to 22 August 2019 to 111 non-academic employees spread across administrative units, community service units, laboratory assistants, HR development units and X University library units. The scale of 111 on the withdrawal becomes only 90. Research subjects before filling in the scale were asked to fill out informed consent and sign it as a form of consent to voluntary subjects.

### 3.2. Validity

This research is a way to test validity by assessing convergent validity and discriminant validity based on PLS output. Validity by calculating the correlation between the scores of each item with the total score [34]. Convergent validity means that a set of indicators represents one latent variable and which underlies the latent variable. The representation can be demonstrated through the average value of the extracted variant (Average Variance Extracted / AVE). The AVE value is at least 0.5. Discriminant validity uses the criteria submitted by Fornell - Larcker and 'crossloadings'. Fornell-Larcker's postulate states that a latent variable shares more variants with the underlying indicator than with other latent variables. This is interpreted statistically, then the value of AVE for each latent variable must be greater than the highest value of  $r^2$  with the value of other latent variables. The scale is said to be reliable if the respondent's answers to the items presented are consistent or stable over time [34]. For reliability you can use Cronbach's Alpha. This value reflects the reliability of all indicators in the model. The minimum value is 0.7 while the ideal is 0.8 or 0.9. Besides Cronbach's Alpha, the value of pc (composite reliability) is used which is interpreted to be the same as the Cronbach's Alpha value. Each latent variable must be able to explain each indicator

variance at least 50%. Therefore, the absolute correlation between the latent variable and the indicator must be  $> 0.7$  (absolute value of external standard loadings). Structural model is a model that connects between latent variables. Evaluating structural models can use the criteria  $R^2$ ,  $f^2$ ,  $Q^2$  and  $GOF$  index [35].

## 4. FINDINGS

### 4.1. Inner Model

**TABLE 1**  
Results of Inner Model Analysis

Criteria	Value Category		
	Strong	Medium	Weak
$R^2$			
OCB (Y)		0,504	
Job Satisfaction (M)		0,400	
$Q^2$	0,904		
Criteria	Value Category		
	Strong	Medium	Weak
$f^2$		0,238	
GoF Value	0,458		

Source: Research Result, 2019 (processed data) Based on the categorization results for each variable, OCB 80% is high, job satisfaction is 70% moderate, servant leadership is 87% moderate, and organizational climate is 80% moderate.

**TABLE 2**  
Results of Hypothesis Testing

Model	St. Dev (STDEV)	t-statistic	p-values	Remark
IO $\rightarrow$ KK	0.155	2.680	0.008	Significant
IO $\rightarrow$ OCB	0.132	1.336	0.182	Not Significant
KK $\rightarrow$ OCB	0.115	3.846	0.000	Significant
SL $\rightarrow$ KK	0.107	3.680	0.000	Significant
SL $\rightarrow$ OCB	0.095	2.690	0.007	Significant

Source: Research Result, 2019 (processed data) Hypothesis testing shows the direct relationship between organizational climate variables and OCB is not significant. The results of this test show that t-statistics  $< t$ -table (Sign 5% = 1.96) and p-values  $> 0.05$ . It was concluded that hypothesis six was not accepted, that is, organizational climate had an indirect effect on OCB. Based on the results of hypothesis testing the direct relationship between the servant leadership variable and OCB is significant when the mediator variable is involved or not involved in the path of analysis. The results of this test show that t-statistics  $< t$ -table (Sign 5% = 1.96) and p-values  $> 0.05$ . It was concluded that servant leadership had direct or indirect influence through mediators on OCB. This indicates that the hypothesis five was accepted. The influence of organizational climate on job satisfaction was stated to be significant (t-statistic  $> 1.96$  and p-values  $< 0.001$ ) and correlated positively. It can be concluded that organizational climate directly influences job satisfaction. This indicates that hypothesis four is accepted.

Based on the results of hypothesis testing the direct relationship between servant leadership variables and significant job satisfaction. The results of this test show that t-statistics  $< t$ -table (Sign 5% = 1.96) and p-values  $> 0.05$ . Then it was concluded that servant leadership has a direct effect on job satisfaction. This indicates that hypothesis three was accepted. The effect of job satisfaction on OCB was stated to be very significant (t-statistic  $> 1.96$  and p-values  $< 0.001$ ) and correlated positively. It can be concluded that job satisfaction directly influences OCB. When X University employees get job satisfaction, it will encourage OCB behavior in X University employees. This indicates that hypothesis two is accepted. The bootstrapping stage explained that the variable which had the most direct influence on OCB was job satisfaction, while the organizational climate did not have a direct influence, but rather had to go through job satisfaction as a mediator.

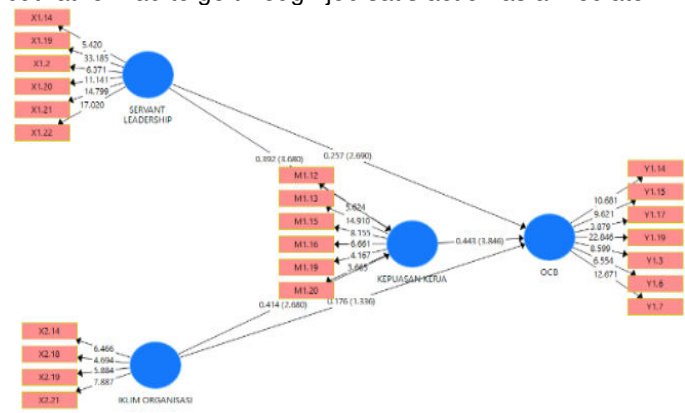


Figure 5. Research model fix

### 4.2. Mediator

**TABLE 3**  
The Role of Mediator

MODEL	St. Dev (STDEV)	t-statistic	p-values (<0,05)	Remark
Servant Leadership $\rightarrow$ Job Satisfaction $\rightarrow$ OCB	0.093	1.964	0.050	Significant
Organizational Climate $\rightarrow$ Job Satisfaction $\rightarrow$ OCB	0.065	2.687	0.007	Significant

Source: Research Result, 2019 (processed data) The influence of organizational climate on OCB was declared insignificant (t-statistic  $< 1.96$  and p-values  $> 0.001$ ). Referring to table 22 and table 23 below, it can be concluded that organizational climate has no direct effect on OCB. Employees who perceive organizational climate positively may not necessarily show OCB because it must be mediated by job satisfaction first. This indicates the eight hypotheses was accepted.

## 5. DISCUSSION

The OCB of X University employees is quite high, it can be seen from the position of the total respondents who are in the high category with 81%. X University employees receive is not deserve of workplace management and this is a good positive attitude. The condition of employee satisfaction related when needs for work is fulfilment. X University employees have an effort to maintain positive work relationships among colleagues, both his leader or supervisor, peers, and subordinates by helping each other and it already to do the work of colleagues who are not present. The voluntary positive contribution is influenced by employee satisfaction with peer relationships and appreciation by leader. Job satisfaction is always positively correlated to all OCB dimensions. Job satisfaction will increase employee interest to participate appropriately to improve corporate governance and also be more proactive towards political issues. In essence, job satisfaction increases employee involvement to participate appropriately and responsibly in company matters to enhance corporate governance. Proactive, responsible participation in the political life of the organisation improves employee awareness of the affairs and developments at the workplace [14]. Job satisfaction aside from being a work attitude also stands as an internal factor of OCB [36]. There is a significant positive relationship between OCB and job satisfaction. Fulfilling the needs of employees relationships, both work relations and interpersonal, makes it satisfied when working then it will encourages employees to provide contributions such as helping colleagues and positive attitude towards the organization voluntarily. Job satisfaction as an internal factor in OCB is influenced by external factors namely leadership [19]. Leadership is crucial for the weels of the organization's because kind of leadership type will influence give impact how employees deliver their performance. Types of leadership Servant leadership simultaneously builds a culture of mutual assistance by instilling the drive to serve as a foundation. Leaders is not only serve the organization but also their subordinates and this will be inspired their members to serve others. The leader provides personal encouragement then members will follow and have an impact on others [19]. The kind of this leader is strengthens the understanding of how organizations can play a positive role in the community by putting an encouragement to serve as a foundation. Servant leadership serve not only the organization, but also their followers (subordinates) and followers will be influenced to serve orientation like leaders [20]. Members or subordinates who served and respected by their leader will fill supported, so that bring confidence. The confidence that has build it can make voluntary positive contributions. Directly servant leadership can rise to OCB and this study also found job satisfaction as a mediator among them. There is one research conducted of hospital nurses with the result that servant leadership can be a predictor and is connected with a significant positive effect on job satisfaction [10]. Fulfillment of the valued needs of leaders makes satisfaction, in other words, leadership serves to make members feel comfortable so that they are satisfied at work and this satisfaction that make voluntary positive contributions from employees to the organization. In addition to servant leadership, there is still an organizational climate as an external factor from OCB,

although the influence is not direct. OCB employees are in the high category and this is not influenced by the organizational climate. One of the values of the muhammadiyah is "hidup hidupilah muhammadiyah jangan hidup dari muhammadiyah" it makes the members of organization understood about injustice. This attitude of understand become to one of the OCB dimensions is sportsmanship and it highly sportmanship will increase the climate of work more conducive [22]. Criteria for research subjects by age are 60% above 40 years and 40% under 35 years. Research subjects with age above 40 and long working period have planted that value to them so organizational climate do not significantly influence OCB employees. X University employees assess organizational quality from employee loyalty and support among employees. Perceptions of loyalty and perceptions of peer support can affect job satisfaction. Trust, mutual support, and assistance from superiors will increase job satisfaction [17]. This phenomenon makes job satisfaction a successful role as a mediator of organizational climate against OCB so that organizational climate cannot directly influence but can be mediated by job satisfaction. There is one research are similar, OCB increased only when employees received sufficient managerial support from the work environment [37]. Rich of the needs employees about support from the leader and co-workers causes employees to be satisfied so that OCB also appears and increases. Satisfaction for job is needed so that employees can give voluntary contributions as well.

## 6 CONCLUSION

The results of this study is indicate servant leadership can affect OCB through job satisfaction or directly, at the same time organizational climate can affect OCB indirectly because it must through the job satisfaction first. An employee give a positive contribution to the organization voluntarily because it adapts the habits of the leader who serves and also employee personal positive perceptions about the quality of organizational life. This research found leadership and organizational climate also influence and both of these roles play as external factors or contextual factors [4], [19]. If more explanation, the description is the employer that has support and employee work relationships will causes satisfaction and also increase the voluntary positive contributions of employees.

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