

Influence of Servant Leadership, Organizational Citizenship Behaviour on Organizational Culture and Employee Performance at Star Hotel in Makassar

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ABSTRACT : *The purpose of this study to analyze the Influence of Servant Leadership, Organizational Citizenship Behaviour on Organizational Culture and Employee Performance at Star Hotels in Makassar. The location of the research was conducted in selected hotels, 3, 4 and 5 star hotels located in Makassar. The population of 1,536 hotel employees and a sample of 317 respondents based on the Slovin formula. Data from the questionnaire were analyzed using Structural Equation Model using AMOS 18 assistance. The results of the study found that directly direct servant leadership has positive and insignificant effect on organizational culture. Direct servant leadership has a positive and significant impact on employee performance. Indirect servant leadership through organizational culture have a positive and insignificant effect on employee performance. OCB directly has a positive and significant impact on organizational culture. OCB directly has a positive and insignificant effect on employee performance. OCB indirectly through organizational culture has a positive and significant impact on employee performance. Directly organizational culture has a positive and significant effect on employee performance.*

Keywords: *Servant Leadership, Organizational Citizenship Behaviour, Organizational Culture and Employee Performance*

I. INTRODUCTION

The quality of human resources owned by the company is an important asset (human capital) that must be managed properly so that the company with the products it produces can be survive, win (winner) and even able to become the leader of the market in both local and global market. Good employee performance in an organization will be difficult to achieve if the organization concerned does not have a positive and strong organizational culture. In addition, the leadership role of all levels of managers is also very important, especially as a role model for all employees to create a positive and strong organizational culture. In the context of applying the principle of excellent service all staff and hotel managers must be able to provide wholehearted service.

Organizational culture binds the employees who work in it to behave in accordance with the existing organizational culture. If this understanding is drawn into the organization, then a set of norms has become a culture in the organization so that employees should behave and behave in accordance with organizational culture without feeling forced. If cultural values have become a guide in making organizational rules, then the organizational culture will be able to contribute to performance

Leadership is most suitable with the concept of implementation of culture of service excellence (service culture) and service performance of service employees, especially in the

management of hotels is Servant Leadership. Hotel managers ranging from low management (supervisor), Middle Management (Dep. Head) and Top Management (General Manager) must all have a serving soul. Servant leadership is the concept of ethical leadership introduced by Greenleaf in 1970. This servant leadership model essentially serves others, ie service to employees, customers, and society, as the first priority and the first (sedarmayanti ,2009: 202).

Achievement of employee performance especially service performance must be supported with maximum effort from every employee. To that end, companies require the participation of employees to do the best for the organization. Good performance requires employees to not only do their employees' in-role jobs but also work outside of the extra-role work. This extra-role behavior is also called Organizational Citizenship Behavior (OCB). According to Robbins and Judge (2008), the facts show that organizations with good OCB employees will perform better. Good employee performance can increase customer satisfaction from the company.

In achieving these targets should be supported by the management of professional star hotels. Employee performance becomes one of the most important keys in the management of hotels business. The most important thing related to the performance of hotel employees is the establishment of a culture of excellent service (service culture) which will also be a strength for each hotel in winning the competition.

Table 1 : The number of hotel workers in South Sulawesi Indonesia is detailed according to the classification and type of work, 2015

| Classification of Hotels | Type of Work | | | | | | | Total |
|--------------------------|--------------|------------|---------------|------------|--------------|------------|--------------|--------------|
| | Director/GM | Manager | Asst. Manager | Supervisor | Technical | Admin | Others | |
| 5 Star | 2 | 19 | 16 | 163 | 40 | 21 | 172 | 433 |
| 4 Star | 8 | 60 | 68 | 261 | 486 | 206 | 410 | 1.505 |
| 3 Star | 19 | 77 | 24 | 121 | 253 | 147 | 477 | 1.120 |
| 2 Star | 21 | 34 | 25 | 92 | 351 | 93 | 295 | 911 |
| 1 Star | 19 | 16 | 13 | 55 | 175 | 38 | 116 | 432 |
| Total | 77 | 206 | 146 | 692 | 1.305 | 505 | 1.470 | 4.401 |

Source : BPS Sulsel 2016

Based on the identification of empirical research results related to servant leadership, OCB, organizational culture and employee performance indicate the inconsistent research results resulting in GAP or research gap. Research on the relationship between Servant Leadership, OCB to Organizational Culture and Employee Performance are still many that have not been done by previous researchers especially on the business of hospitality or accommodation. From some empirical research results, the researcher tries to follow up by doing research related to the influence of servant leadership, OCB on employee performance through organizational culture.

On the basis of the background of the above problems in this study the authors are interested to raise the topic of "The Effect of Servant Leadership, OCB on Employee Performance with Organizational Culture as intervening variable at Star Hotel in Makassar.

II. LITERATURE REVIEW

2.1. Servant Leadership

The idea of servant leadership was first coined by Greenleaf (1970), then developed by scholars including Spears (1996) who defines servant leadership as a new type of leadership model that serves others as the first priority. Leading others can be very meaningful, serving others is

better yet, but both serving and leading others is at least the best (Spears, 2010). The development of the characteristics of servant leadership progressed quite rapidly, many researchers tried to develop the aspect / dimensions of the leader in measurement of servant leadership, such as Spears (1995, 2005, 2010) with 10 dimensions, Russell and Stone (2001) with 9 aspects, Sendjaya et al (2008) with 6 aspects and Lindent et al (2008) with 7 aspects.

Servant leadership transcends their self-interest to serve others and organizations. They work on two levels: to fulfill the goals and needs of their subordinates and realize the larger goals or mission of their organization. The leaders of the servants share many things: power, ideas, information, recognition, praise for achievement and even money. (Daft, 2012: 357)

Spears mentions the ten characteristics of a servant-leader that can be identified by him from Robert Greenleaf's work. :

1. Listening.

Leaders have traditionally been judged with regard to their skills in communication and decision making. These are two of the skills essential to a servant-leader, but they must be strengthened with a deep commitment to intensively listen to the people who speak to them. A servant-leader always strives to know the will of his or her group, whether spoken or not, and seeks to understand the communication that others are communicating through their body language, such as facial expressions, etc. The listening effort must be accompanied by regular reflection in order to achieve the growth of the servant-leader himself.

2. Empathy

A servant-leader always strives to understand and empathize with others. People have a need to be accepted and acknowledged for their unique and unique spirit. A servant-leader must presuppose the good intentions of the people he serves and not reject them as human persons, even if he is forced to reject his behavior or work performance. The most successful servant-leaders are those who become highly skilled as empathetic listeners. Leadership must come from understanding their needs that will be influenced by it. "

3. Healing.

Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is that it has the potential to heal itself and others. Many people suffer from various emotional scars. Although this is a part of our being human, a servant-leader sees this as an opportunity to help others encountered in order to become a whole person.

4. Awareness.

General awareness, and especially self-awareness will strengthen the self of a servant-leader. Making commitments to strengthen awareness can be frightening, because we never know what we will experience. Awareness also helps the servant-leader in understanding issues related to ethics and values. Awareness will enable the servant-leader to look at most situations faced from a more integrated and holistic position. Awareness does have risks, but awareness makes life more interesting; this clear awareness reinforces one's effectiveness as a leader.

5. Persuasion

A servant-leader uses persuasion, instead of using authority because of his position, in convincing his people about decision-making in an organization. A servant-leader strives to convince his people, not by forcing them to obey his orders.

6. Conceptualization

A servant-leader strives to maintain his ability to "dream big dreams" (to dream great dreams). The ability to see a problem (or an organization) from a conceptualization perspective means one must think beyond everyday realities. Traditional managers are mastered by thinking to achieve

short-term operational goals. But a manager who also wants to be a servant-leader should stretch his thinking to include broader conceptual thinking.

7. Foresight review.

What is meant by foresight is above average ability to predict what will happen and where it will happen in the future. This capability is closely related to the "conceptualization" set out in clause 6 above: difficult to define but easy to identify. Foresight is a characteristic that enables a servant-leader to understand lessons from the past, today's realities, and the possible consequences of a decision regarding the future (L.C. Spears, 1994, p.158).

8. Stewardship.

Peter Block, author of "Stewardship and The Empowered Manager" defines this stewardship as holding for others on the basis of trust. In the view of Robert Greenleaf, all institutions are places where workers etc., all play a significant role in administering their institutions on the basis of trust for the greater good of society. Servant-leadership, like jugastewardship, first and foremost presupposes a commitment to serve the needs of others. It also emphasizes the use of openness and persuasion, not control (control).

9. Commitment to the growth of people.

A servant-leader believes that individuals have intrinsic value that goes beyond their visible contributions as workers within the company (in the business world). Thus the servant-leader has a deep commitment to the growth of each individual in his institution. The servant-leader here recognizes the enormous responsibility to do everything in his power to nurture personal growth, professional growth and spiritual growth.

10. Building a community

A servant-leader feels that modern society has lost much in human history - especially recently - because of the shift from local communities to large institutions as the main shaper of human life. This awareness causes the servant-leader to attempt to identify ways to build communities among those working in a particular institution. Servant-leadership suggests that true communities can be created among those who work in business and other institutions.

2.2. Organizational Citizenship Behavior (OCB)

2.2.1. Understanding Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. There are two approaches to the OCB concept: OCB is an extra role performance that is separate from in-role performance or performance that matches job description. The second approach is to look at the OCB from a political principle or philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of individual beliefs and perceptions within the organization on the fulfillment of contractual relationships and psychological contracts. This behavior arises because the feelings of individuals as members of organizations who have a sense of satisfaction when it can do something more than the organization (Wulani, 2005)

The most commonly used dimensions for conceptualizing OCB are the dimensions developed by the Organ (in Baron & Byrne, 2002). According to Organ (1988), OCB is built from five dimensions each of which is unique:

1. Altruism is helping others to do their work.
2. Conscientiousness that contains about the performance of the prerequisites of a role that exceeds minimum standards, such as not absent in the work day.
3. Civic virtue is a participatory behavior and shows concern for organizational survival.

4. Sportmanship is showing willingness to tolerate unfavorable conditions without complaining.
5. Courtesy that is behavior is polite and according to the rules so as to prevent the onset of interpersonal conflict.

2.3. Organizational Culture

Corporate culture is a very complex thing. For that, in the measurement of corporate culture or organization required indicators that are the basic characteristics of organizational culture as a tangible manifestation of its existence. Here are the organizational culture indicators proposed by Robbins & Coulter in Ardana (2009: 167):

1. Innovation and the courage to take risks that is how far employees are encouraged to be innovative and dare to take resiko.
2. Attention to the details of the extent to which employees are expected to run precision. Analisis, and attention to the small things,
3. Orientation of results, ie The extent to which management focuses more on the results of the techniques and processes used to achieve these results.
4. People's orientation, ie The extent to which management decisions take into account the effects of those outcomes on the people in the organization.
5. Team orientation, ie The extent to which work activities are organized on teams rather than on individuals.
6. Aggressiveness, ie the extent to which people are aggressive and competitive rather than relaxed.
7. Stability, ie The extent to which organizational activities emphasize the retention of the status quo in comparison with growth.

2.4. Employee Performance

Performance According to Cascio (2013: 693) is about doing the job and the results achieved from the job. Performance is about what to do and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution. Indicators to measure the performance of individual employees there are five indicators, namely (Robbins, 2006: 260):

1. Quality, namely Quality of work measured from employee perceptions of the quality of work generated as well as tasks perfected to the skills and abilities of employees.
2. Quantity, ie Represents the amount generated expressed in terms such as number of units, number of completed activity cycles.
3. Timeliness, ie Is the activity level completed at the beginning of the stated time, viewed from the point of coordination with the output and maximize the time available for other activities.
4. Effectiveness, which is the level of use of organizational resources (energy, money, technology, raw materials) is maximized with the intention of increasing the yield of each unit in the use of resources.
5. Independence, which is the level of an employee who will be able to perform work function Work commitment. Is a level where employees have a working commitment with the agency and the responsibility of employees to the office.

Based on the description above, then the theory becomes a statement to be a reference on each variable Namely: 1). Servant Leadership refers to the theory of Robert Greenleaf and L.C. Spears (1995) and DR. Tobroni (2005), 2). Organizational Citizenship Behavior (OCB) as independent variable refers to Organ theory (1988), 3). Organizational culture refers to

Robbins (2011) and 4) theories. Employee performance refers to Robbins's (2006) and Taylor's theories

III CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

A. Conceptual Framework

Conceptual framework in this study is a description of the relationship of construction of the observed variables are independent variables consisting of Servant Leadership and Organizational Citizenship Behavior (OCB), the variable between the Organizational Culture and the dependent variable of Employee Performance

Servant Leadership as an independent variable refers to Robert Greenleaf and L.C's theory. Spears (1995) Theory about the ten characteristics of Servant Leader: 1. Listening, 2. Empati (Empathy), 3. Healing, 4. Awareness, 5. Persuasion (Persuasion), 6. Conceptualization, 7. Foresight, 8. Stewardship, 9. Commitment to the growth of people, plus a very important indicator 10. Spirituality (Spirituality)

Organizational Citizenship Behavior (OCB) as independent variable refers to Organ theory (1988) that is OCB is built from five dimensions which each is unique, namely: 1. Altruism is helping others to do their work. 2. Conscientiousness that contains about the performance of the prerequisites of a role that exceeds minimum standards, such as not absent in the work day. 3. Civic virtue is a participatory behavior and shows concern for organizational survival. 4. Sportmanship is showing willingness to tolerate unfavorable conditions without complaining. 5. Courtesy is a polite and appropriate behavior that prevents the onset of interpersonal conflict and theories about 6. Spirituality developed by Gilbert, (2010: 5), spirituality has an influence on OCB.

Organizational Culture as an intervening variable refers to Robbins and Judge's theory (2011: 554) that are seven primary characteristics that capture the essence of an organization's culture are as follows: 1. Innovation and risk taking, 2. Attention to details, 3. Orientation of results, 4. People's orientation 5. Team orientation, 6. Aggressiveness, and theory about 7. Service Orientation

While employee performance as ending of this research refers to Robbins theory, 2006: 260 which consists of 5 indicators, namely: 1. Quality, 2. Quantity, 3. Timeliness, 4. Effectivity, 5. Independence. as well as the theory of Service Performance by Cronin & Taylor that is 6. Responsiveness

B. Research Hypothesis

1. Servant Leadership has a positive and significant impact on Organizational Culture
2. Servant leadership has a positive and significant impact on Employee Performance
3. Servant leadership through organizational culture have a positive and significant impact on Employee Performance
4. Organizational Citizenship Behavior (OCB) has a positive and significant impact on Organizational Culture
5. Organizational Citizenship Behavior (OCB) has a positive and significant impact on employee performance
6. Organizational Citizenship Behavior (OCB) through organizational culture has a positive and significant impact on Employee Performance
7. Organizational Culture has a positive and significant impact on Employee Performance.

V. RESEARCH METHODS

A. Research Approach

This research is designed to answer the problems that have been formulated and the objectives to be achieved and test the hypothesis. The design of the study according to Kerlinger (2000) is an inquiry structure that is structured in such a way that the researcher gets answers to the research questions, distinguished as follows:

1. This research is an exploratory research that is trying to find relationships that are relatively new, and explanatory research is done by describing the symptoms caused by a research object.
2. Viewed from the aspect of the data is *ex post facto* research, which means after the occurrence of a systematic search for empirical research, in which researchers can not control the independent variables because events have occurred or nature can not be manipulated.
3. Viewed from the objective is a causal study that seeks to explain the causal relationship of servant leadership, organizational citizenship behavior (OCB) to organizational culture and employee performance in hotel business in Makassar.

B.. Time and Location Research

The location of the research was conducted at selected hotels, 3, 4 and 5 star located in Makassar. The location of Makassar was chosen because the accomodation business / hotel business in Makassar is growing very rapidly. Study time is scheduled for 6 months starting July - December 2016.

C.. Types and Data Sources

The type of data in this study consists of primary and secondary data. Primary data is the original data obtained directly by the researchers themselves from the observation, questionnaires and interviews while the secondary data is data obtained not directly from other sources. Primary data sources were obtained from literature and research results and documents from the parties related to this research. Parties in question is the hotel managers in obtaining various information that support the completeness of the data.

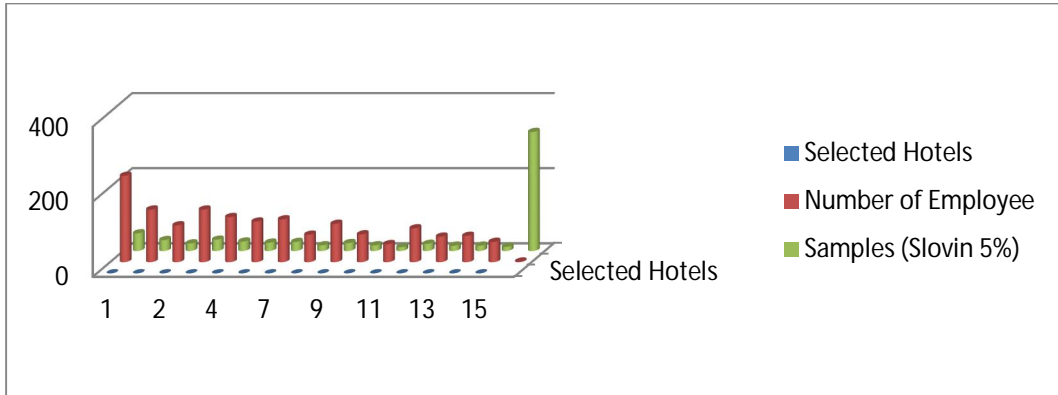
D. Data Collection Technique

Methods of data collection (instrument) used are questionnaires and literature review with the help of observation and interview. Questionnaire items are based on relevant management theory and from the findings of previous research findings. Questions or statements in the questionnaire were measured using a Likert scale: scores / grades 1 through 5 which means 1 = strongly disagree, 2 = disagree, 3 = less agree, 4 = agree and 5 = strongly agree.

E. Population and Sample

The population in this study is all employees of star hotels in the city of Makassar. The study population limits only 3, 4 and 5 star hotels. Next set a sample hotel limited to 15 starred hotels 3, 4 and 5 with a total employee of 1,536 people then sampled by Slovin formula and the result is 317 respondents with details as following.

Picture 1: Population & Sample



SOURCE: HRD HOTEL IN MAKASSAR CITY, 2016

F. Data Analysis Technique

Data analysis techniques used in explaining the phenomenon in this research is descriptive statistical analysis techniques and analysis of Structural Equation Modeling (SEM).

1. Descriptive Analysis

Descriptive statistical analysis is used to analyze data by describing or describing the data collected as is without intending to make conclusions that apply to the public (Sugyono, 2003).

2. Inferential Analysis

The inferential analysis used is the Structural Equation Model (SEM) analysis technique that combines several aspects of path analysis and confirmatory factor analysis to estimate some equations simultaneously. Structural Equation Modeling is a second generation multivariate analysis technique that allows researchers to examine the relationship to variables.(Ghozali, 2005).

V. RESEARCH RESULT

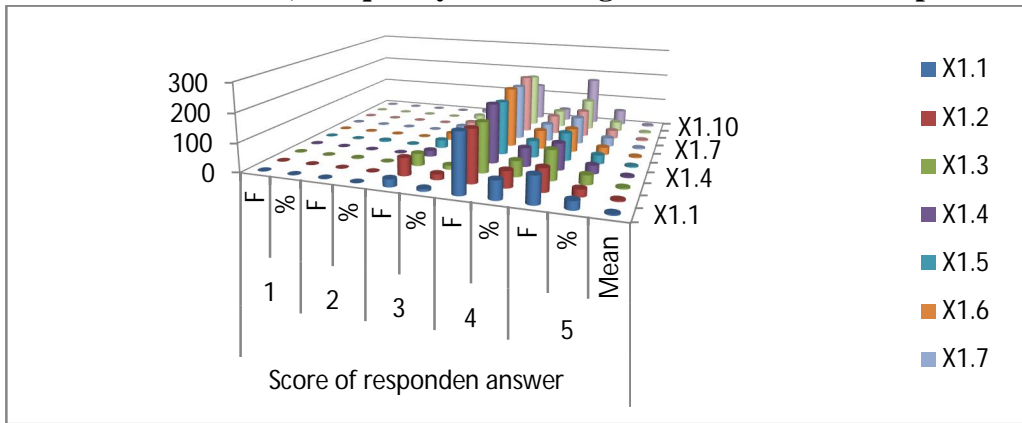
The following criteria of the results of the study based on respondent characteristics, description of variables, SEM analysis and hypothesis testing are covered below:

A. Service Leadership (X1)

In this study leadership service variables will be measured by 10 indicators, namely:

- 1. Listening
- 2. Emphaty
- 3. Healing,
- 4. Persuasion
- 5. Conceptualization, 6. Awareness,
- 7. Commitment to individual growth
- 8. Having a vision (foresight),
- 9. Ability to serve
- 10. Spirituality

Picture 2 ; Frequency / Percentage of Service Leadership Variables



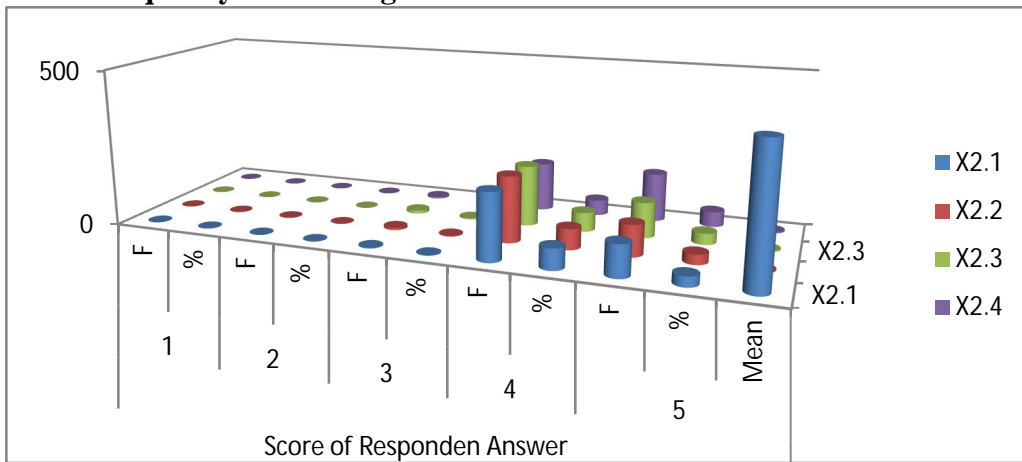
Source: Primary data processed 2017

B. Organizational Behavior of Citizenship - OCB (X2)

This variable is measured by 4 indicators, namely:

1. Behavior likes to help people (help behavior):
2. Behavior exceeds expectation (conscientiousness):
3. A positive attitude (sportsmanship):
4. Spirituality (spirituality):

Picture 3 : Frequency / Percentage of OCB Variables



Source: Primary data processed 2017

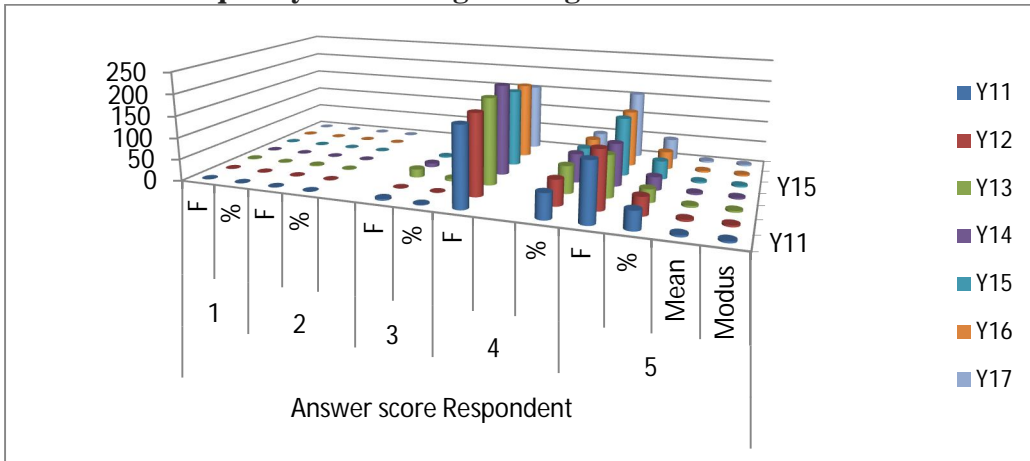
C. Organizational Culture (Y)

This variable is Intervening variable which in this research is measured with 7 indicator that is:

- | | |
|---|------------------------------|
| 1. Innovation and risk-taking courage:. | 2. Attention to the details: |
| 3. Result orientation: | 4. People orientation: |
| 5. Team orientation:. | 6. Aggressiveness: |
| 7. Service Orientation: | |

The respondent's perception of organizational culture is shown in picture 6 as follows:

Picture 4 : Frequency / Percentage of Organizational Cultural Variables



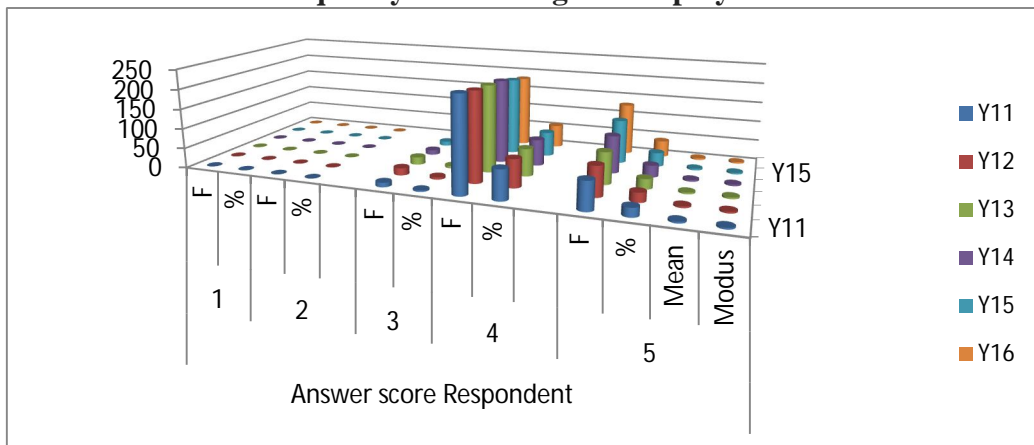
Source: Primary data processed 2017

D. Employee Performance (Z)

This variable is measured by six indicators:

- 1. Quality:.
- 2. Quantity:.
- 3. Punctuality :.
- 4. Effectiveness. :
- 5. Independence:.
- 6. Responsiv:.

Picture 5: Frequency / Percentage of Employee Performance Variables



Source: Primary data processed 2017

F. Test Validity and Reliability**a. Validity test****Table 2: Summary of Validity Test Results**

| <i>Instrumen Penelitian</i> | <i>Pearson Correlation</i> | <i>r Product Moment r tabel</i> | <i>Keterangan</i> |
|-----------------------------|----------------------------|---------------------------------|-------------------|
| X1.1 | 0.588 | 0.170 | Valid |
| X1.2 | 0.678 | 0.170 | Valid |
| X1.3 | 0.642 | 0.170 | Valid |
| X1.4 | 0.611 | 0.170 | Valid |
| X1.5 | 0.672 | 0.170 | Valid |
| X1.6 | 0.617 | 0.170 | Valid |
| X1.7 | 0.669 | 0.170 | Valid |
| X1.8 | 0.630 | 0.170 | Valid |
| X1.9 | 0.577 | 0.170 | Valid |
| X1.10 | 0.490 | 0.170 | Valid |
| X2.1 | .0.647 | 0.170 | Valid |
| X2.2 | 0.670 | 0.170 | Valid |
| X2.3 | 0.708 | 0.170 | Valid |
| X2.4 | 0.610 | 0.170 | Valid |
| Y11 | 0.340 | 0.170 | Valid |
| Y12 | 0.329 | 0.170 | Valid |
| Y13 | 0.847 | 0.170 | Valid |
| Y14 | 0.381 | 0.170 | Valid |
| Y15 | 0.401 | 0.170 | Valid |
| Y16 | 0.390 | 0.170 | Valid |
| Y17 | 0.291 | 0.170 | Valid |
| Z11 | 0.689 | 0.170 | Valid |
| Z12 | 0.634 | 0.170 | Valid |
| Z13 | 0.601 | 0.170 | Valid |
| Z14 | 0.611 | 0.170 | Valid |
| Z15 | 0.677 | 0.170 | Valid |
| Z16 | 0.606 | 0.170 | Valid |

Source: Primary data processed 2017

b. Test Reliability**Table 3: Summary of Reliability Test Results**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| X11 | 137,38 | 93,173 | ,434 | ,795 |
| X12 | 137,52 | 91,351 | ,525 | ,792 |
| X13 | 137,28 | 88,291 | ,285 | ,804 |
| X14 | 137,35 | 92,191 | ,557 | ,792 |
| X15 | 137,39 | 91,777 | ,499 | ,793 |
| X16 | 137,39 | 93,068 | ,475 | ,795 |
| X17 | 137,35 | 92,684 | ,491 | ,794 |

| | | | | |
|------|--------|--------|------|------|
| X18 | 137,32 | 92,976 | ,517 | ,794 |
| X19 | 137,27 | 92,477 | ,535 | ,793 |
| X110 | 137,07 | 93,505 | ,425 | ,796 |
| X21 | 137,26 | 94,789 | ,366 | ,798 |
| X22 | 137,28 | 93,406 | ,491 | ,795 |
| X23 | 137,25 | 93,392 | ,462 | ,795 |
| X24 | 137,11 | 93,602 | ,437 | ,796 |
| y11 | 137,17 | 93,559 | ,460 | ,795 |
| y12 | 137,16 | 93,762 | ,463 | ,796 |
| y13 | 137,17 | 83,728 | ,071 | ,894 |
| y14 | 137,30 | 93,336 | ,491 | ,795 |
| y15 | 137,16 | 92,800 | ,543 | ,793 |
| y16 | 137,19 | 92,896 | ,501 | ,794 |
| y17 | 137,09 | 93,735 | ,440 | ,796 |
| z11 | 137,39 | 94,106 | ,449 | ,796 |
| z12 | 137,40 | 92,867 | ,537 | ,794 |
| z13 | 137,38 | 94,681 | ,339 | ,798 |
| z14 | 137,32 | 93,522 | ,463 | ,795 |
| z15 | 137,26 | 94,740 | ,327 | ,799 |
| z16 | 137,18 | 94,623 | ,353 | ,798 |

Source: Primary data processed 2017

G..The Influence of Service Leadership, Organizational Citizenship Behavior (OCB) on Organizational Culture and Employee Performance

Based on the way of determining the value in the model, the first model testing variable is grouped into exogenous variables (endogenous variables) and endogenous variables. An exogenous variable is a variable whose value is determined outside the model. While the endogenous variable is a variable whose value is determined through the equation or from the established relationship model. Included in the group of exogenous variables is the measurement of servant leadership and OCB, while the pertained endogenous variables are organizational culture and employee performance.

1. Analysis of Research Results

Overall based on the empirical model shown in table 30 on direct effect and indirect effect of the variables studied. From the overall model, there are five paths giving a positive and significant direct effect, the two paths giving a positive and insignificant direct effect. Furthermore, on the indirect influence between the independent variable with the dependent variable through the variable between there are 2 paths gives positive and significant influence and one path gives positive and insignificant influence. Test results are presented in the following table:

Table 2 : Hypothesis Testing of Direct Effect and Indirect Effect

| HIP | Independent variable | Intervening variable | Dependent variable | Standardize | | | | Information |
|-----|----------------------------|----------------------------|----------------------------|---------------|-----------------|--------------|---------|-----------------------------|
| | | | | Direct Effect | Indirect Effect | Total Effect | P-Value | |
| 1 | Servant leadership (X1) | - | Organizational culture (Y) | 0.110 | - | 0.110 | 0.198 | Positive and No Significant |
| 2 | Servant leadership (X1) | - | Performance (Z) | 0.293 | - | 0.293 | 0.033 | Positive and Significant |
| 3 | Servant leadership (X1) | Organizational culture (Y) | Kinerja (Z) | - | 0.151 | 0.444 | 0.105 | Positive and No Significant |
| 4 | OCB (X2) | - | Organizational culture (Y) | 0.319 | - | 0.319 | 0.026 | Positive and Significant |
| 5 | OCB (X2) | - | Performance (Z) | 0.045 | - | 0.045 | 0.430 | Positive and No Significant |
| 6 | OCB (X2) | Organizational culture (Y) | Performance (Z) | - | 0.052 | 0.097 | 0.011 | Positive and Significant |
| 7 | Organizational culture (Y) | - | Performance (Z) | 0.881 | - | 0.881 | 0.000 | Positive and Significant |

Source: Primary data processed 2017

The interpretation of Table 5 for direct effect and indirect effect can be explained as follows:

1. Direct servant leadership has positive and insignificant effect on organizational culture with coefficient value of 0.110 and probability level (p-value) of 0.198.
2. Direct servant leadership has a positive and significant effect on employee performance with coefficient value of 0.293 and probability level (p-value) of 0.033.
3. Servant leadership indirectly through organizational culture has positive and insignificant effect on employee performance with coefficient value of 0.151 and probability (p-value) of 0.105.
4. OCB directly has a positive and significant effect on organizational culture with coefficient value of 0.319 and the probability level (p-value) of 0.026.
5. OCB directly positive and insignificant to employee performance with coefficient value of 0.045 and probability (p-value) of 0.430.
6. OCB indirectly through organizational culture has a positive and significant effect on employee performance with coefficient value of 0.052 and probability (p-value) of 0.011.
7. Organizational culture has a positive and significant effect on employee performance with coefficient value of 0.881 and probability level (p-value) of 0.000

1. Analysis of influence between variables

- a. Servant Leadership on Organizational Culture, Based on the results of research proved that servant leadership have positive and insignificant effect on organizational culture with coefficient value of 0.110 and probability level of 0.198. This shows that the servant leadership practices implemented by star hotel managers in Makassar have not been able to contribute maximally in building a strong organizational culture. Some of the indicators of servant leadership variables include listening, empathy, healing, persuasi, conceptualisation, awareness, commitment to people, having a vision (foresight), the ability to serve (service) and spirituality, not all of them are well applied by star hotel managers in Makassar on all levels
- b. Servant Leadership on Employee Performance, Based on the results of research proves that the servant leadership directly affects positively and significantly to employee performance with coefficient value of 0.293 and probability level of 0.033. This implies that the application of servant leadership applied by star hotel managers now has an effect on the improvement of star hotel employee performance in Makassar. This proves that the indicators of research that builds leadership service can provide strengthening in the implementation of leadership quality services that affect the performance of star hotel employees in Makassar in providing services. The highest loading factor is owned by the persuasion indicator (persuasion) of 0.775 and the lowest loading factor is owned by the service capacity indicator of 0.228. However, the total servant leadership applied by star hotel managers in Makassar contributes very well in improving employee performance.
- c. Servant Leadership through Organizational Culture on Employee Performance, Based on the research result proves that indirectly servant leadership through organizational culture have positive and not significant effect to employee performance with coefficient value equal to 0.151 and significance level equal to 0.105. This implies that service leadership through organizational culture has been applied by hotel managers to employees and is able to have a positive impact on employee performance but not yet fully believed.
- d. OCB on Employee Performance, Based on the results of research directly proven OCB positive and not significant on employee performance with coefficient value of 0.045 and probability level of 0.430. OCB in star hotels in Makassar in principle has been applied by hotel employees. The majority of employees already know and understand that every employee is required to be able to run the OCB by making every employee helpful, able to work beyond expectations, always positive and work with a high level of spirituality. OCB has been actualized and received positive responses from every employee, but not all employees are able to run well, especially in improving its performance, so that condition gives a not significant effect to the improvement of employee performance.
- e. OCB through Organizational Culture on Employee Performance, Based on the proven research results, OCB indirectly through organizational culture has a positive and significant effect on employee performance with coefficient value of 0.052 and probability level of 0.011. The adoption of OCB through an organizational culture has been understood and implemented by star-rated hotel management in Makassar, where employees have implemented OCB to foster innovation and risk-taking in the work they do, have shaped a behavior that is always concerned with details of work, has established work-oriented attitudes, employee development orientation, oriented towards solid team building, high employee aggressiveness, and encouraged to develop service orientation, so that it can have a significant effect on the improvement of employee performance.
- f. OCB through Organizational Culture on Employee Performance, Based on the proven research results, OCB indirectly through organizational culture has a positive and significant effect on

employee performance with coefficient value of 0.052 and probability level of 0.011. The adoption of OCB through an organizational culture has been understood and implemented by star-rated hotel management in Makassar, where employees have implemented OCB to foster innovation and risk-taking in the work they do, have shaped a behavior that is always concerned with details of work, has established work-oriented attitudes, employee development orientation, oriented towards solid team building, high employee aggressiveness, and encouraged to develop service orientation, so that it can have a significant effect on the improvement of employee performance.

- g. Organizational Culture on Employee Performance, Based on the results of research proved that directly organizational culture has a positive and significant effect on employee performance with coefficient value of 0.881 and probability (p-value) of 0.000. In principle, all star hotels in Makassar have implemented a culture of service excellence (service culture) as a concept of organizational culture that is agreed as the values that must be developed. The reality on the ground can be seen that star hotel employees already have the innovation and the courage to take risks in the service, already have attention to the things that are detailed in work, work oriented, always oriented to the development of employees, have orientation to a solid work team, more aggressive in service and always oriented to the best service.

3. Research Findings

The findings of this study found that:

- a. Servant leadership directly affects positively and insignificantly to organizational culture. The reason, Not all star hotel managers in Makassar have educational background and experience relevant to the hospitality services business, each star hotel manager has different individual characters and the tenure of star hotel managers is sometimes quite short. This condition causes not all star hotel managers in Makassar able to implement all the indicators of servant leadership well. Some managers are still applying a leadership style that is less relevant to the culture of excellent service as a value agreement developed in building a star hotel organization culture in Makassar. This condition has in fact not been able to have a significant impact on the development of a proven organizational culture that employees have not been fully able to work more innovatively and have the courage to take risks, not yet fully able to work in more detail which is results oriented, work-oriented and customer-oriented. The relevant theories to be used in improving the positive and insignificant influence of servant leadership in order to be positive and significant to organizational culture is the initiative leadership theory.
- b. Servant leadership indirectly through organizational culture has a positive and insignificant effect on employee performance. The reason is that the servant leadership has not been fully applied by all star hotel managers in Makassar so it has not been able to provide significant strengthening in the development of organizational culture as a result it has no significant impact on employee performance that has proven that employees have not been able to improve the work in quantity, quality, , effective, independent and responsive. The relevant theories to be used in improving the influence of positive and insignificant servant leadership in order to be positive and significant through organizational culture to performance is the Fiedler model theory.
- c. OCB directly has a positive and insignificant effect on employee performance. The reason, Not all star hotel employees have educational background and experience in the field of hospitality services, not all star hotel employees have motivation to work in the field of service. This condition causes not all employees are able to implement OCB indicators

maximally so that the impact is not significant on employee performance, this is evident from the work of star hotel employees who have not maximally viewed from the aspect of quantity, quality, timely in serving, effectiveness in service, serving and responsive in service. The most appropriate theory to be applied in improving the positive and insignificant OCB influence to be positive and significant to performance is positive character theory.

VI. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the analysis of the results of research and discussion empirically and theoretically, then concluded as follows:

1. Direct servant leadership has positive and insignificant effect on organizational culture. Servant leadership has been actualized in hotels but not by all star-rated hotel managers in Makassar so as not to have a significant impact on organizational culture.
2. Direct servant leadership has a positive and significant impact on employee performance. Through service leadership applied by star hotel managers in Makassar, making every employee run the activity of service well, so that influence to its performance.
3. OCB directly has a positive and significant impact on organizational culture. OCB shown by star hotel employees in Makassar is able to encourage the formation of organizational culture adopted in every hotel where employees work.
4. Directly OCB has positive and insignificant effect on employee performance. OCB has been owned by hotel employees but not thoroughly by star hotel employees in Makassar so as to have a non-significant impact on the improvement of hotel employee performance.
5. Directly organizational culture has a positive and significant impact on employee performance. The implementation of organizational culture in service activities by all employees of star hotels in Makassar able to give a significant influence on the improvement of hotel employees performance.
7. Indirect servant leadership through organizational culture have a positive and insignificant effect on employee performance. The leadership of the services shown by star hotel managers in Makassar through the support of organizational culture has not been able to give a significant impact on the performance of hotel employees.
8. OCB indirectly through organizational culture have a positive and significant impact on employee performance. OCB shown by employees of star hotels in Makassar through the support of organizational culture is able to give a positive and strong impact on the improvement of hotel employees performance.

B. Suggestions

Based on the conclusion presented above, it is necessary to have suggestions that are easily applied as follows:

1. Strive to improve the implementation of servant leadership by all star hotel managers in Makassar in order to be able to provide strengthening to the formation of a strong organizational culture.
2. Continue to improve the implementation of the overall servant leadership of every star hotel manager in Makassar in order to be able to give a better influence on the performance of hotel employees.
3. Actualize the servant leadership in accordance with the organizational culture that applies to every hotel, so oriented to the improvement of hotel employees performance

4. Maintaining the behavior of hotel employees in this case OCB in accordance with the commitment in implementing organizational culture in every hotel where employees work.
5. Improving and reorganizing the OCB by instilling awareness in employees, so that every employee shows positive behavior and gives effect to its performance.
6. Continue to actualize OCB behavior well in accordance with organizational culture oriented on improving the performance of hotel employees.
7. Improve the application of organizational culture as applicable to every hotel where employees work, and by itself can improve employee performance

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