

The Influence of Servant Leadership, HR Competence, Organizational Commitment and Organizational Citizenship Behavior (OCB) on the Supervision Performance of Infrastructure Project Managers in Tojo Una-Una Regency

Muhammad Ilyas^{1*}, Syahir Natsir², Rosida P. Adam²

¹Postgraduate Doctoral Program, Tadulako University, Palu, Central Sulawesi, Indonesia

²Faculty of Economics and Business, Tadulako University, Palu, Central Sulawesi, Indonesia

*Corresponding Author

Abstract:- The purpose of this study was to measure, analyze and explain (1) the influence of Servant Leadership on Organizational Citizenship Behavior (OCB) of the Supervisor of the Infrastructure Project Manager in Tojo Una-Una Regency; (2) the influence of HR Competence on Organizational Citizenship Behavior (OCB); (3) the effect of Organizational Commitment on Organizational Citizenship Behavior (OCB); (4) the influence of Organizational Citizenship Behavior (OCB) on Performance; (5) the influence of Servant Leadership on Supervisory Performance; (6) the influence of HR Competence on Supervisory Performance; (7) the effect of organizational commitment on supervisory performance; (8) Influence of Servant Leadership on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variable; (9) The influence of HR competence on supervisory performance mediated by the variable Organizational Citizenship Behavior (OCB); and (10) the effect of organizational commitment on supervisory performance mediated by the variable Organizational Citizenship Behavior (OCB). This research is classified as an Explanatory or Confirmatory Research type. The data analysis method used the Structural Equation Model (PLS-SEM). The number of samples is 144 respondents. The results of the analysis show that (1) Servant Leadership has a significant effect on Organizational Citizenship Behavior (OCB); (2) HR competence has a significant effect on Organizational Citizenship Behavior (OCB). (3) Organizational Commitment has a significant effect on Organizational Citizenship Behavior (OCB). (4) Organizational Citizenship Behavior (OCB) has a significant effect on Supervision Performance (KP). (5) Servant Leadership has a significant but negative direction on Supervision Performance; (6) HR competencies have a significant effect on supervisory performance; (7) organizational commitment has a significant effect on supervisory performance; (8) Servant Leadership has a significant effect on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variables; (9) HR competencies have a significant effect on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variable, and (10) Organizational commitment has an effect but not significant on supervisory performance mediated by Organizational Citizenship Behavior

(OCB) variable. (5) Servant Leadership has a significant but negative direction on Supervision Performance; (6) HR competencies have a significant effect on supervisory performance; (7) organizational commitment has a significant effect on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variable, and (10) Organizational commitment has an effect but not significant on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variable. (5) Servant Leadership has a significant but negative direction on Supervision Performance; (6) HR competencies have a significant effect on supervisory performance; (7) organizational commitment has a significant effect on supervisory performance; (8) Servant Leadership has a significant effect on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variables; (9) HR competencies have a significant effect on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variable, and (10) Organizational commitment has an effect but not significant on supervisory performance mediated by Organizational Citizenship Behavior (OCB) variable. (7) Organizational commitment has a significant effect on Supervision Performance; (8) Servant Leadership has a significant effect on supervisory performance mediated by the variable Organizational Citizenship Behavior (OCB); (9) HR competence has a significant effect on supervisory performance mediated by the variable Organizational Citizenship Behavior (OCB); and (10) Organizational commitment but not significant

effect on the performance of supervision mediated by the variable Organizational Citizenship Behavior (OCB).

Keywords: Servant Leadership, HR Competence, Organizational Commitment, Organizational Citizenship Behavior (OCB) and Performance.

I. INTRODUCTION

Employee performance is a very important factor in government and non-government organizations, because high employee performance will determine the performance of an organization. Hasibuan (2017) argues that performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, effort and opportunity. This means that performance is a result of someone's work obtained from the expertise they have so that the work assigned can be done well, good work will show accountability to the community (public). Besides that,

The performance of infrastructure project supervision which is the work responsibility of a project supervisor, so that the project he supervises is in accordance with the contractor's work contract contained in the Work Agreement (SPK) until the project is handed over to the project owner with quality, quantity and functional assurance. Work or infrastructure development activities have a time duration in the employment contract. The duration of the work is related to the characteristics of a region, considering the geographical area of Tojo Una-Una Regency which is divided into two large areas, namely mainland and islands, infrastructure development projects require a large investment and time of work. The development of the budget allocation for infrastructure project development from 2016 to 2019 has decreased, especially in 2019 there was a recouping of the APBD of approximately 50%, which prioritized Covid-19 health spending. Based on the results of the work inspection audit by the BPK RI Representative of Central Sulawesi Province, it was found that overpayments were found for the lack of work volume or there were projects that were less functional.

Performance Supervision of infrastructure project management cannot be separated from the extent of the servant leadership aspect of the project managers. Servant leadership according to Robbin and Timothy (2018) is a leadership style that is characterized by going beyond the leader's own interests and will focus on opportunities to help his followers grow and develop. A study on servant leadership that has been carried out by Baykal and Kole (2018) which explains that to create a good and productive atmosphere, it is necessary to create a company condition where employees are grateful, and the impact of gratitude is the feeling of pleasure of an employee towards the leader so that it has an impact. on increasing the competence to innovate the work of its employees.

Competence according to Erni Yuningsih and Ardianti (2019), Fauzi Akhmad (2019) and Kuncoro et al (2019) shows that competence has a positive and significant effect on employee performance. Tojo Una-Una Regency has 225 project

supervisors and only 85 people or 38% have competency certificates. according to McNamara et al (2007) that companies will be able to determine which project manager has the best mix of knowledge, experience, and personality for a particular project. Construction failure is the condition of the construction work that is not in accordance with the work specifications as agreed in the construction work contract, either partially or completely, caused by the error of the service user and or service provider. Guidelines for Regulation of the Minister of Public Works Number: 06/PRT/M/2008 concerning Guidelines for Supervision of Construction Implementation, states that the Supervision of the Implementation of Construction Works is an inherent supervision by the organizer of construction work on the implementation of construction work in the field of public works facilities and infrastructure, both physical and non-physical with emphasis on orderly implementation and results of construction work which includes aspects of construction work planning, procurement, control management, and contract implementation.

Observing several studies on organizational commitment, above, this research has the advantage of being able to reveal that a person will stay in an Engineering Services company, if he has high organizational commitment, leadership support, and satisfied employees. This satisfaction creates supervisor performance. However, this research has a weakness that it does not include servant leadership, HR competencies and variables *Organizational Citizenship Behavior (OCB)* into the research model. *Organizational Citizenship Behavior (OCB)* is an individual behavior that is free, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization or in other words OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. Free in the sense that the behavior is not a requirement that must be carried out in a particular role or job description or behavior that is a personal choice (Podsakoff et al, 2000). Therefore, competence and organizational commitment alone are not enough, especially in the construction of infrastructure projects with difficult terrain, such as projects in islands and remote areas.

Based on the description above, it can be explained that the performance of supervision is measured by the level of achievement of the aspects that are the targets of controlling the implementation of work, namely: the achievement of (a) right quality, (b) on time, (c) right cost, and (d) orderly administration. . Thus, in project supervision, Organizational Citizenship Behavior (OCB) is very much needed. According to Podsakoff et al (2000), Julie and Thompson (2017) OCB is the behavior of employees or organizational members who have citizenship traits (sense of belonging) which are indicated by voluntary nature outside the job description and are not regulated in company regulations, but greatly benefit the company. because it can increase the effectiveness and efficiency of the organization and is not connected to a formal reward system.

Based on the opinion above, and observing the phenomenon of Organizational Citizenship Behavior (OCB) in the supervision of infrastructure project managers in Tojo Una-Una Regency, the author's observations indicate that individual supervisors from outside the region have more OCB characteristics, compared to local children themselves. . They do it willingly and wholeheartedly if the project has problems, and are quick to respond. Therefore, competence and organizational commitment alone are not enough, especially in the construction of infrastructure projects with difficult terrain, such as projects in island locations or in category 3 T (remote, underdeveloped, and outermost) areas.

II. LITERATURE REVIEW

Servant Leadership Relationship with Organizational Citizenship Behavior (OCB)

The essence of servant leadership is how a leader has a moral responsibility to serve that does not only focus on the organization, but also pays attention to and empowers his followers, customers and the community, so that they are able to apply servant leadership to their work, so that OCB behavior in the organization appears. on the nature of compliance, loyalty, and voluntary participation in work responsibilities and willing to help outside of work Organ (2006) Podsakoff & MacKenzie (2003).

Several previous researchers stated that servant leadership is related to OCB. Smith, (2005) and Vodey (2011) are the first researchers who state that leaders who serve their followers will produce followers who will also serve others, these behaviors that serve others include helping co-workers, bringing the good name of the organization to people. others, encouraging others to express their opinions and ideas. Therefore, the leader's role as a role model towards followers shapes OCB behavior (Smith, 2005 and Vodey, 2011).

Other empirical studies conducted by Malingumu et al (2016) and Amir (2019) have measured the influence of servant leadership on Organizational Citizenship Behavior (OCB). The results showed that servant leadership was positively related to Individual Organizational Citizenship Behavior (OCBI) and Organizational Citizenship Behavior (OCBO). Furthermore, it is explained that servant leadership will have an influence on Organizational Citizenship Behavior (OCB) and creativity through team-member exchange. Two aspects of OCB are distinguished: organizational citizenship behavior towards individuals (OCBI), on the one hand, and taking on additional tasks that benefit the organization (OCBO), on the other hand,

Harwiki (2013) tested the servant leadership model on Organizational Citizenship Behavior (OCB), showing that the servant leadership variable has no significant effect on OCB. However, the results of research conducted on women's cooperatives are different, in fact the results are significant between servant leadership (SL) and OCB (Harwiki, 2015). In line with the empirical research conducted by Amir (2019), it shows the same results, that servant leadership has a positive

and significant effect on OCB. POS (Perceived Organizational Support) is also reported to significantly moderate the effect of SL on OCB. In addition, it was unexpectedly reported that trust in leaders (TIL). TIL did not mediate the effect of SL on OCB. Perceived Organizational Support (POS).

H1 :*Servant Leadership* (servant leadership) significant effect To *Organizational Citizenship Behavior* (OCB) Supervision of Infrastructure Project Manager

HR Competency Relationship with Organizational Citizenship Behavior (OCB)

The view of HR is a reflection of the revitalization of the role of HR in organizational activities that view humans as one of the success factors of the organization in realizing its mission in accordance with the times. How management's efforts to improve the quality of human resources in the future, both in planning and in development are increasingly very meaningful. Competence is needed at every level of management, namely executive, manager/leadership level and employees. At the leadership/executive level, several competencies are needed, namely (1) strategic thinking; (2) change leadership and (3) relationship management.

Research related to the influence of competence on OCB, has been carried out by several researchers it was before, among other things Rahman, et al (2018) stated that there is a significant influence between HR competencies through increased training and HR development on OCB, both individual OCB and Organizational OCB. In line with Turek and Agnieszka (2016), the results of this study confirm that knowledge influences citizenship behavior in the workplace.

H2: HR competence has a significant effect on Organizational Citizenship Behavior (OCB) Supervision of Infrastructure Project Managers.

Organizational Commitment Relationship with Organizational Citizenship Behavior(OCB)

Organizational commitment is an attitude that reflects employee loyalty to an organization where organizational members express their concern for the organization and their continuous success and progress (Luthans, 2006). High organizational commitment will affect the nature of Organizational Citizenship Behavior (OCB) which can be seen in altruism, sportsmanship, organizational loyalty, civic virtue, conscientiousness, and self-development.

The results of empirical research which states that organizational commitment has an effect on Organizational Citizenship Behavior (OCB). (Claudia 2018; Kurniawan, 2015; Smith, 2005; Saraswati and Gamma, 2019). Organizational commitment is basically seen as the involvement and loyalty shown by an employee to his superiors. This loyalty, related to the context of this research, implies that a supervisor with high organizational commitment is certainly willing to do more than just his formal duties.

H3: Organizational Commitment has a significant effect on Organizational Citizenship Behavior (OCB) Supervision of Infrastructure Project Managers.

Connection Organizational Citizenship Behavior (OCB) with Performance

Organizations that are adaptive to the dynamics of change in society which involve changes in paradigms, orientations, values, behavior, structures, high-performing goals, take into account that OCB is very necessary for the organization. Research by Asiedu et al, 2014; Fairico et al, 2018 and Fatoni et al, 2018 and Ismail et al, 2018) support the theory that OCB behavior has a significant effect on employee performance.

Increasing employee productivity in organizational settings, organizational citizen behavior (OCB) considered an important factor in increasing efficiency (Bizri, 2018; Chelagat, et al, 2015; Rahman & Chowdhury, 2018) has found a positive relationship with organizational success (Organ, 1995; Podsakoff & MacKenzie, 2003). In addition, organizations view OCB as an important component for organizational sustainability but this activity is rarely included in formal job descriptions (Jain & Rizvi, 2018). However, the absence of OCB among employees can jeopardize the continuity of the organization (Ahmad & Zafar, 2018). Recent research has shown that, demonstration of higher levels of OCB significantly affects productivity, efficiency and customer satisfaction for an organization (Miao, Humphrey & Qian, 2018; Podsakoff, 2007). Whiting, Podsakoff, & Blume, 2009; Wombacher & Felfe, 2017).

H4: Organizational Citizenship Behavior (OCB) has a significant effect on the Supervision Performance of Infrastructure Project Managers.

Relationship between Servant Leadership and Performance

The Impact of Servant Leadership on Performance has attracted much attention in the last decade in leadership studies because of its focus on serving others first. The extant literature requires a better understanding of the mechanisms underlying servant leadership to positively influence performance in an organization. This has been proven by empirical research by Alafeshat et al (2019) and Kurniawan (2019). In line with the research results of Saleem et al (2020), Baykal and Kole (2018) reaffirm that servant leadership has a significant effect on employee performance.

Great leadership is a leader who is willing to serve, and encourages other employees to continue to work better and sincerely. A leader who has servant leadership traits to improve the performance of his employees through measurable dimensions. In addition, it creates effective and efficient employee performance as well as rational and emotional positive nature in working for the betterment of the organization.

H5: Servant Leadership has a significant effect on the Supervision Performance of Infrastructure Project Managers.

Relationship between HR Competence and Performance

Competencies are based on the skills needed in the workplace that describe the skills required by each individual that enable them to carry out their duties and responsibilities effectively and raise the standard of professional quality in the workplace. Competence is a basic human characteristic that comes from real experience and affects performance in the workplace or improvement solutions according to specific needs.

Previous research that says that HR competence affects the performance of project supervisors (Zaidir et al, 2014; Usman, 2018; Adiwijaya, 2017; Manani & Thomas, 2019). Martini et al, (2018) the results of an empirical study say that HR competence has an effect on service performance. The findings of Lotunani et al (2104) state that HR competence has a positive and significant effect on the performance of government employees. It means, the higher the competence of civil servants, the greater the performance. The results show that civil servants must have good competence to create and maintain their performance, so that they can perform their duties in the office professionally.

Competence as a paradigm that is believed that civil servants will work successfully if they have good competencies, as Palan (2008) said that competence is related to behavioral traits that are described in motivation, personal traits, self-concept, values, knowledge and skills employees have in their workplace. In addition, Robbins (2018) explains that competence is the ability of employees to perform tasks that have two factors, namely; intellectual competence and physical competence. Intellectual competence is the ability of employees to perform mental activities. While physical competence is the ability to perform activities that require stamina, speed and skill. Therefore,

H6: HR competence has a significant effect on the Performance of Supervision of Infrastructure Project Managers

Relationship between Organizational Commitment and Performance

Luthan (2006) explains that organizational commitment is reflected in the attitude and loyalty of employees to an organization, where members of the organization express their concern for the success of the organization and care for the progress of the organization on an ongoing basis. Previous researchers have measured organizational commitment referring to the theory of Meyer and Allen (2009), namely 3 (three) dimensions of organizational commitment, namely: affective commitment, normative commitment and ongoing commitment.

Organizational commitment with these three dimensions has been tested based on an empirical study which states that organizational commitment has a significant effect on the performance of Civil Servants (Lotunani). *et al*, 2014, Fatoni et al, 2018, and Martini et al, 2018). To create a

higher performance of civil servants, a higher commitment is needed. The theory of commitment discusses the importance of commitment in the workplace, stating that employees will work well and complete tasks, if they have high commitment. Employees who have high organizational commitment also have a positive outlook, and will do their job for the organization. By doing so, employees will do their best and take responsibility to improve their well-being in the organization where they work. (Meyer & Allen, 2009).

Next up, CumMing and Worley (2005) suggest that in organizational life, commitment must come from the organizational level. Commitment is needed to develop a solid organization to face competition (environmental demands) that come from customers and competitors. Besides that, Mrayyan & Ibrahim Al-Faori (2008) claim that in order to maintain the commitment of civil servants, they must perform or carry out their duties well. And civil servants should be given the opportunity to develop their careers and professions.

H7: Organizational commitment has a significant effect on the Supervision Performance of the Infrastructure Project Manager

Servant Leadership Relationships With the Infrastructure Project Manager's Supervision Performance mediated by the variable Organizational Citizenship Behavior(OCB).

Manager supervision performance Infrastructure projects are influenced by how much Servant Leadership a leader has in management through the variable Organizational Citizenship Behavior (OCB). This indicates that Organizational Citizenship Behavior (OCB) has a mediating role such as the nature of Altruism possessed by a supervisor, Sportmanship, Organizational loyalty, Civic virtue, Conscientiousness, and Self-development. The role mediated by the OCB in the research carried out by Aristania, (2016) The results of this study indicate that servant leadership has a significant positive effect on employee performance mediated by organizational citizenship behavior (OCB). Besides that, Siswanti & Anjasasi, (2017) placing the Intervening Variable Perceived Organizational Support (POS) which mediates the influence of servant leadership on employee's organizational member performance (EOMP). Another case is the research model of Simamora et al., (2019) which has analyzed the influence of servant leadership on employee performance with employee engagement and organizational citizenship behavior as mediating variables at Mandiri Inhealth companies. The results of the study are that there is a direct influence of servant leadership on employee performance, there is a direct influence of servant leadership on employee engagement, there is a direct influence of employee engagement on employee performance, and there is a direct influence of servant leadership. on organizational citizenship behavior, there is a direct influence of organizational citizenship behavior on employee performance,

Different research conducted by Elche et al., (2020) which tries to reveal the process underlying the relationship between

supervisory servant leadership and employee organizational citizenship behavior (OCB) by placing the intervening variable the mediating role of employee empathy – individual level – and group service climate – group level. The most interesting finding is the indirect effect of supervisory servant leadership on employee OCB through the mediating role of employee empathy – individual level – and group service climate – group level.

Study Qiu & Dooley, (2022), Ruiz-Palomino et al., (2021) and Astrini Amir & Amir, (2019) This research model places the perception of justice as an intervening variable to measure the relationship between servant leadership and civic behavior (OCB). They found that perceptions of procedural fairness and trust in leaders had a full mediating effect on the relationship between servant leadership and customer-oriented organizational citizenship behavior. Perception of procedural fairness is positively related to trust in the leader. This research locates, Iswahyudi & Idris, (2017), said there was a relationship that commitment did not affect OC behavior, Servant leadership and empowerment influenced OCB behavior, commitment and empowerment did not affect performance, servant leadership and OCB behavior affected performance. Testing the indirect hypothesis proves that OCB does not mediate the role of commitment on performance, and that OC behavior partially mediates the role of servant leadership and empowerment on performance.

H8: Servant Leadership has a significant effect on Performance of Supervision of Infrastructure Project Manager mediated by variable *Organizational Citizenship Behavior (OCB)*.

The Relationship between HR Competence and Supervision Performance of Infrastructure Project Managers mediated by the variable Organizational Citizenship Behavior (OCB).

The Relationship between HR Competence and Supervision Performance of Infrastructure Project Managers mediated by the Organizational Citizenship Behavior (OCB) variable, no one has examined this research model, but what is associated with the work environment as a moderating variable on Organizational Citizenship Behavior (OCB), has been investigated by Suprapti & Rizal, (2022). The findings show that the work environment moderates the influence of personality on Organizational Citizenship Behavior (OCB), while the work environment moderates the influence of competence on employees' Organizational Citizenship Behavior (OCB). Setiawan Alhasani et al., (2021) examine and analyze the effect of competence and organizational commitment on Organizational Citizenship Behavior (OCB) and the performance of Regional Office employees. The results of this study indicate that competence has an effect on OCB. And Competence has an effect on employee performance. This means that the higher the employee's competence, the higher the OCB character of the employee and the higher the OCB, the higher the performance.

Furthermore, Sulistiani et al (2022) highlighting the relationship of competence to employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable. The findings state that Competence has a positive effect on employee performance through Organizational Citizenship Behavior as an intervening variable. Based on the results of the research that has been done, the researchers suggest implementing Organizational Citizenship Behavior to mediate between competence and employee performance. On the other hand, Suprapti & Rizal, (2022) deliver results the finding that Competence has a positive effect on Organizational Citizenship Behavior (OCB) and is mediated by the work environment.

Irfan et al., (2022) This study succeeded in proving that strategic change management can mediate between the competence variable and the organization performance variable. Other research conducted by Son & Writer, (2021) explained that Organizational Citizenship Behavior mediates the influence of Leadership on Employee Performance. Furthermore, Organizational Citizenship Behavior does not mediate the effect of Motivation on Employee Performance on employees of the Medan City Regional Tax and Retribution Management Agency. This indicates that some of the studies above have not measured the competency variable mediated by OCB on performance.

H9: Human Resources Competence Has Significant Influence on Supervision Performance of Infrastructure Project Manager mediated by Organizational Citizenship Behavior (OCB) variable.

The Relationship between Organizational Commitment and Supervision Performance of Infrastructure Project Managers mediated by Organizational Citizenship Behavior (OCB) variable.

The Relationship between Organizational Commitment and Performance mediated by the variable Organizational Citizenship Behavior (OCB), where the research results Aristania, (2016) state organizational commitment has a significant positive effect on employee performance and organizational commitment has a significant positive effect on employee performance mediated by organizational citizenship behavior (OCB). This implies that the higher the organizational commitment, the higher the performance mediated by the OCB value.

Furthermore, Roza et al., (2021) measuring the Influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) with Job Satisfaction as Intervening Variable. This study results that there is a significant influence between the influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable, this indicates that the placement of the intervening variable job satisfaction is to measure whether or not the influence of Organizational Commitment on performance is mediated by job satisfaction,

the higher the job satisfaction, the higher the OCB. This indicates that the higher the employee's commitment, the higher the performance mediated by the strength of employee job satisfaction.

Based on this description, it can be interpreted that supervisory performance is determined by how closely the relationship between organizational commitment is mediated by OCB.

H10: Organizational Commitment has a significant effect on the Supervision Performance of Infrastructure Project Managers mediated by the variable Organizational Citizenship Behavior (OCB).

The conceptual framework

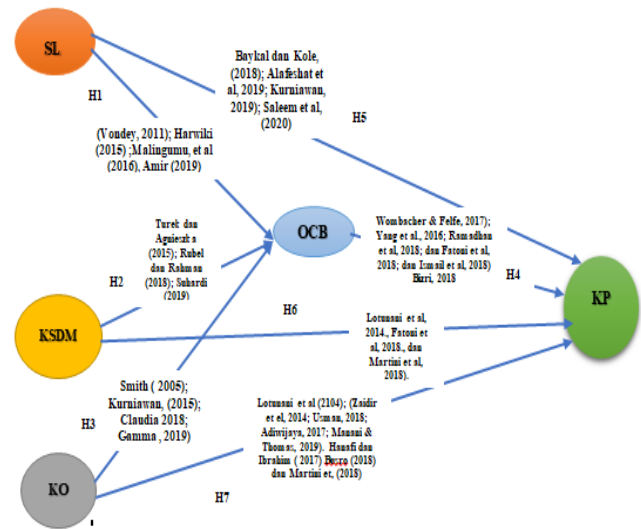


Figure 1. The conceptual framework

- Keterangan:**
 SL : *Servant Leadership*
 KSDM : *Kompetensi SDM*
 KO : *Komitmen Organisasi*
 OCB : *Organizational Citizenship Behavior*
 KP : *Kinerja Pengawasan*

III. METHODOLOGY

This type of research includes the type of research Explanatory or Confirmatory Research. Explanatory or Confirmatory Research is a type of research that highlights the relationship between research variables and tests hypotheses that have been formulated previously (Sekaran and Bougie, 2017). The same opinion was expressed by Sugiyono (2017) that explanatory research is research that explains the position between the variables studied and the relationship between one variable and another. The types of data used in this research are qualitative data and quantitative data. According to Sekaran and Bougie (2017). Quantitative data is data that is measured on a numerical scale (numbers). Meanwhile, qualitative data is data that cannot be measured on a numerical scale. Population All managers of infrastructure projects in Regional Apparatus Organizations (OPD). The

total population is 225 people managing infrastructure projects.

Furthermore, quantitative research is research whose data is quantitative data so that the data analysis uses quantitative analysis (inference). Quantitative data is in the form of numbers, or qualitative data are numbered such as: 1, 2, 3, 4, and 5, or a score of 5 = Very important, a score of 4 = important, a score of 3 = sufficient, a score of 2 = not important, and a score of 1 = very unimportant.

Sampling and data collection

The sample according to Sugiyono (2015) is: part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population, and if the population is small, the whole sample is taken (Sudaryono, 2018). Furthermore, to

determine the sample size, the researchers used the Slovin formula (Sugiyono, 2017). The number of samples is 144 samples. Sampling technique using proportionate stratified random sampling and simple random sampling (simple random sample). The research design used to analyze and interpret the data is verification analysis, used to measure quantitative data and test the hypothesis by using the Partial Least Square (PLS) equation model, which is a multivariate technique that analyzes a series of dependency relationships between latent variables. Partial Least Square (PLS) model consists of structural equations and measurement equations. The measurement of the structural model can be summarized in the table below (Hair, et al, 2011):

IV. RESEARCH RESULT

This research, in testing the hypothesis using analytical techniques *Partial Least Square (PLS) with smartPLS 3.0 program*. The following is a schematic model of the PLS Inner Model that was tested:

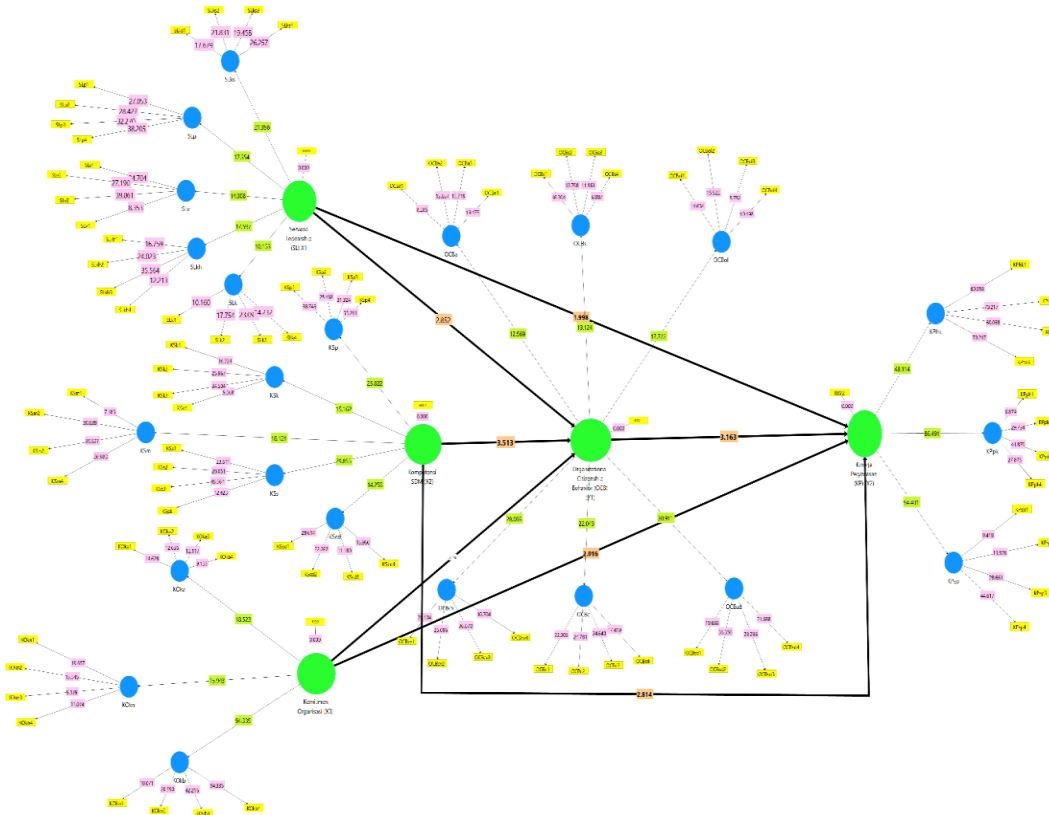


Figure 2 Inner Model

Source: Primary Data Reprocessed Year 2021

Hypothesis test

Based on the results of the processed SEM-PLS data, it can be used to test the research hypotheses presented in Table 1.

Table 1. Hypothesis Testing

Hypothesis		Original Sampel	Sampel Mean	Standar Deviasi	T Statistik	P-Value	Hasil	Kesimpulan
Pengaruh Langsung:								
H1	Servand Ledeanship (SL) X1 -> Organizational Citizenship Behavior (OCB) (Y1)	0,334	0,343	0,117	2,852	0,005	Signifikan	Terima
H2	Kompetensi SDM (X2) -> Organizational Citizenship Behavior (OCB) (Y1)	0,381	0,374	0,108	3,513	0,000	Signifikan	Terima
H3	Komitmen Organisasi (X3) -> Organizational Citizenship Behavior (OCB) (Y1)	0,226	0,223	0,104	2,178	0,000	Signifikan	Terima
H4	Organizational Citizenship Behavior (OCB) (Y1) -> Kinerja Pegawai (KP) (Y2)	0,360	0,363	0,114	3,161	0,002	Signifikan	Terima
H5	Servand Ledeanship (SL) X1 -> Kinerja Pegawai (KP) (Y2)	-0,184	-0,188	0,092	1,988	0,046	Signifikan, tetapi arahnya negatif	Terima
H6	Kompetensi SDM (X2) -> Kinerja Pegawai (KP) (Y2)	0,356	0,383	0,126	2,184	0,002	Signifikan	Terima
H7	Komitmen Organisasi (X3) -> Kinerja Pegawai (KP) (Y2)	0,241	0,236	0,120	2,016	0,044	Signifikan	Terima
Pengaruh Tidak Langsung								
H8	Servand Ledeanship (SL) X1 -> Organizational Citizenship Behavior (OCB) (Y1) -> Kinerja Pegawai (KP) (Y2)	0,119	0,122	0,057	2,102	0,039	Signifikan	Terima
H9	Kompetensi SDM (X2) -> Organizational Citizenship Behavior (OCB) (Y1) -> Kinerja Pegawai (KP) (Y2)	0,146	0,142	0,059	2,464	0,014	Signifikan	Terima
H10	Komitmen Organisasi (X3) -> Organizational Citizenship Behavior (OCB) (Y1) -> Kinerja Pegawai (KP) (Y2)	0,086	0,089	0,054	1,597	0,111	Tidak Signifikan	Tolak

Source: Primary Data Reprocessed Year 2021

Based on Table 1 above, it shows that of the 7 hypotheses tested directly, there are 6 (six) hypotheses that have a significant effect. While the 5th (five) hypothesis has a significant effect but the direction of the influence is negative on supervisory performance. Furthermore, the indirect effect, through the mediating variable, turned out that the 10th hypothesis (ten) was not significant and the conclusion was rejected.

V. DISCUSSION

The influence of Servant Leadership To Organizational Citizenship Behavior (OCB) Supervision of Infrastructure Project Manager

Servant Leadership (SL) has an influence on Organizational Citizenship Behavior (OCB) Supervision of Infrastructure Project Managers. This implies that Servant Leadership is very important to have a serving character in Supervision of Infrastructure Project Manager in Tojo Una-Una Regency to encourage OCB nature. This character is more emphasized in the Vision Dimension, meaning that a project leader provides good direction for supervisory work, the leader has a clear

vision of project success, the leadership provides encouragement so that activities are carried out according to the target, and the leader provides an explanation of project implementation and can inspire supervisory actions.

The results of this dissertation research are in line with the empirical findings conducted by Meilani, and Setyo Riyanto (2022). The results of this study indicate that the aspect of servant leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). Such is the case Gnankob et al., (2022) in this study found that servant leadership has a significant positive effect on OCB. However, it is different from the results of research conducted by Putra and Author (2021) where the results of his research stated that leadership has a positive but not significant effect on organizational citizenship behavior (OCB). Research support Slack, et al (2017) explains that servant leadership helps especially when things go wrong, and has high moral and ethical standards at all times, and continuously treats employees well.

Based on the discussion above, it can be concluded that leaders should have Servant Leadership traits such as being

able to show mutual love/compassion, able to manage empowerment and emphasis on collaboration, have a vision of the future direction of the organization that will be brought by a leader, maintain humility by showing respect for employees and acknowledging employee contributions to the team, and (e) servant-leaders are selected people who are chosen based on an advantage that causes the leader to gain trust, so by having servant-leader traits, supervisors will be reflected in Organizational Citizenship Behavior (OCB) in managing the Infrastructure Project, such as: Altruism which shows a behavior to help others voluntarily, Sportsmanship which shows a willingness or tolerance in an organization, loyal behavior, individually voluntarily participates, voluntarily carries out their duties creatively, and shows individual behavior related to efforts to increase knowledge, skills and abilities without being asked.

Influence HR Competence To Organizational Citizenship Behavior (OCB) Supervision of Infrastructure Project Manager

HR competencies have an effect on the Organizational Citizenship Behavior (OCB) of the Infrastructure Project Manager. This indicates that high HR Competence is very important in supervising Infrastructure Project Managers to encourage OCB characteristics. High competence of human resources is reflected in the implementation of supervision is the dimension of nature. Although other dimensions are also very important, such as dimensions, knowledge, skills, motives, and self-image. These dimensions require supervisors who are willing to cooperate as a team towards project implementation, are open to each other to project implementation problems, and supervisors are willing to accept suggestions from colleagues.

This study is in line with the findings of research conducted by Rubel and Rahman (2018), Turek and Agnieszka (2015), Suhardi (2019). This implies that the Supervisors of Infrastructure Project Managers should have high competence to encourage the achievement of Organizational Citizenship Behavior (OCB) goals, especially in the answers to high supervisory assessments, namely: the Knowledge dimension, which is a factual indicator possessed by the supervisor in accordance with the work specialization. And what is weak from the Knowledge dimension, namely Conceptual owned by the supervisor is considered quite weak with work specialization. In addition, the supervisor's assessment of the importance of having project administration skills, and what is still weak is the project managerial skills possessed.

Based on the discussion above, it can be concluded that competence is very important to pay attention to, especially in project work that requires special specifications and high skills. Such as, studying & understanding working drawings, technical specifications, contracts and related documents, establishing a field inspector organization, and checking and validating permits for carrying out supervisory work. This can be interpreted as having sufficient competence (knowledge, skills, motivation, character and self-image, so it is expected

to contribute voluntarily to the level of OCB implementation. In the implementation of project management as an effort to achieve a goal with resources as efficiently as possible. As a work plan with a certain achievement target completed within a certain time span with an approach or method to manage a project effectively and efficiently. In order for a project to run smoothly, it must go to project goals with specifications that have been determined at the beginning and good project management is needed. In this process, many things such as budget, deadline and project scope have to be planned. In every project there are risks, especially in large-scale projects, the many decisions that must be taken make the many possible obstacles and risks that will arise. To avoid these risks, supervisors look for solutions by considering all possibilities that can occur.

Influence Organizational Commitment To Organizational Citizenship Behavior (OCB) Supervision of Infrastructure Project Manager

Organizational Commitment has an effect on the Organizational Citizenship Behavior (OCB) of the Infrastructure Project Manager. This suggests that organizational commitment is very important to pay attention to, especially on the dimensions of sustainable commitment, in addition to the dimensions of affective commitment and normative commitment that can encourage the OCB nature of project supervisors. Continuing commitments, namely: the project supervisor is aware of the disadvantages if he leaves the supervisory job, the project supervisor feels great benefits, if he persists in the supervisory job, the project supervisor will continue to work as a project supervisor due to accepted economic reasons, and the project supervisor feels a sense of kinship in project supervision team. However,

This study is in line with the findings, Jalil (2012), Saraswati & Hakim, (2019), Fazriyah et al., (2019), Rahmati et al., (2021), Rahmatillah et al., (2022), and Abd-Elaziem et al., (2022) who found that there was a significant effect between organizational commitment to OCB. And further explained that OCB is an employee's initiative behavior in doing work that is not related to a reward, but can help increase effectiveness for the company. Basically, employees who have OCB behavior will include behaviors such as helping other employees, volunteering to do additional tasks, obeying the rules and procedures in the workplace. Basically, employees who have good OCB will have these dimensions in themselves, namely altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Grego-Planer, (2019) which addresses the issue of organizational commitment as one of the antecedents of OCB which identifies and assesses the degree of correlation between individual dimensions of organizational commitment and Organizational Citizenship Behavior in public and private organizations in Poland. The results of the study revealed that in general, there is an equal frequency of Organizational Citizenship Behavior in the public and private sectors. However, in public institutions, OCB in the interpersonal dimension occurs more often, while

in private institutions it occurs more often in the organizational dimension. Furthermore, this study is different from that found by Sengkey et al., (2018) and Alsheikh & Sobihah, (2019) has a negative and insignificant effect on OCB, which is measured in the sample of PT Sport Glove Indonesia employees and in the sample at the regional secretariat.

Based on the discussion above, it can be concluded that the commitment in supervising project implementation is very important. Such as, affective commitment, normative commitment, and continuance commitment. The commitment that is still weak in the findings of this dissertation is the supervisor's affective commitment. Affective commitment refers to the emotional side attached to the supervisor. There is a tendency that project management supervisors who have weak affective commitment will be less loyal to the organization they work for. This indicates that the importance of a strong work commitment for each supervisor, it will give birth to a high organizational citizenship behavior (OCB) for each supervisor, and will be illustrated in the nature of helping fellow supervisors selflessly, participating without being ordered,

Influence Organizational Citizenship Behavior (OCB) on the Performance of Supervision of Infrastructure Project Managers.

Organizational Citizenship Behavior (OCB) has an effect on the Performance of the Infrastructure Project Manager Supervisor. This indicates that the nature of Organizational Citizenship Behavior (OCB) is very important to encourage supervisory performance. The nature of OCB in this research is illustrated through the dimensions of high Self Development, in addition to the dimensions of Altruism, Sportmanship, Organizational loyalty, Civic virtue, and Conscientiousness. Dimensions of high self-development, which are willing to pay their own costs to improve skills, willing to pay their own costs, if there is supervision of work that must be done immediately, and willing to take the time to help work colleagues problems.

This study supports the results of research by Harwik (2013), Sa'adah & Rijanti, (2022), and Fairico (2018), explain that OCB has a positive and significant effect on performance. Furthermore, other empirical studies that are in line with the results of this dissertation are the research of Asiedu et al (2014), Ramadhan et al (2018) and Fatoni et al, (2018) and Ismail et al (2018). This study strengthens that OCB behavior has a significant effect on employee performance (Bizri, 2018; Chelagat, Chepkwony & Kemboi, 2015; Rahman & Chowdhury, 2018; Yang et al, 2016). Similarly, another opinion is to find a positive relationship with organizational success (Organ, 2006; Podsakoff & MacKenzie, 2003). This is reinforced by the theory put forward by Robbins and Timothy (2018) that OCB is a discretionary behavior (wisdom) that contributes to the psychological and social environment in the workplace.

On the other hand, in contrast to the findings Son and Writer (2021) which places the performance variable as the independent variable while OCB as the dependent. The results state that performance has a positive but not significant effect on organizational citizenship behavior (OCB). This means that the higher the employee's performance, but the change in performance is small. Kinicki and Kreitner (2015) point to behavior outside the normal job duties of employees who exceed their call of duty or exceed the requirements of their work roles (out-of-role) or OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the system. formal rewards (Organ, 2006 and Steers et al, 1996).

Based on the discussion above, it can be concluded that the nature of supervisors as reflected in Organizational Citizenship Behavior (OCB) in supervising project implementation is very important for every supervisor to grow. Such as, described in the nature of helping fellow supervisors selflessly, participating without being ordered, and being individually creative in work. The nature of the OCB owned by the supervisor will contribute to the influence of the Supervisory Performance of the Infrastructure Project Manager, which is implemented in the implementation and results of the project development work that is of the right people, on time, on the right cost, with the right quality and the project is beneficial to the community.

The influence of Servant Leadership On the Performance of Supervision of Infrastructure Project Managers

Servant Leadership has an influence but the direction of the influence is negative on the Performance of the Infrastructure Project Manager. This suggests that although Servant Leadership is very important to encourage supervisory performance, it only has a small effect, so that in improving supervisory performance a breakthrough is needed that can increase higher performance. For example, increasing supervision and monitoring of project implementation which is geographically very difficult (archipelagic area), it is necessary to anticipate risk management (climate risk, material risk, natural disaster risk).

In addition, this dissertation research is different from the findings of Harwik (2013), Putra and the Writer (2021), Alafeshat et al (2019), Kurniawan (2019), Saleem et al (2020) and Baykal & Kole (2018) stating that servant leadership influences performance in an organization. This indicates that the empirical findings can be interpreted that it is very important in an organization to have Servant Leadership traits, namely the dimensions of Love, Empowerment, Vision, Humility Heart (Humility) and Trust.

Based on the discussion above, it can be concluded that the nature of Servant Leadership is very important to grow for supervisors so that having a servant leadership trait can make a real contribution to the performance of the Infrastructure Project Manager Supervisor. For example, if there is a delay in terms of implementation time and findings of inefficiency

in project implementation, a supervisor will prioritize a servant leadership approach, so that guidance and prevention of findings are prioritized. Encouragement of Servant Leadership Traits (leadership that serves) will have an impact on the performance of supervisors. Especially the 5 (five) principles of supervision to be more effective and efficient, namely:

Influence HR Competence on the Supervision Performance of Infrastructure Project Managers

HR competencies have an effect on the Performance of the Infrastructure Project Manager Supervisor. This implies that HR competence is very important to encourage supervisory performance. That is, the better the competence of HR, the higher the performance. Of the 5 dimensions of HR competence measured, namely Knowledge, Skills, Motives, Traits, and Self-image dimensions, namely the dimensions of traits that make the biggest contribution to performance. For example, Supervisors have the nature of being responsible for project implementation, Supervisors are willing to cooperate as a team in project implementation, Supervisors are open to each other to project implementation problems, and Supervisors are willing to accept suggestions from colleagues.

This research is different from that found by Zaidir et al, (2014) Usman, (2018), Adiwijaya, (2017), Manani & Thomas, (2019) and Martini et al (2018). dimensions of Knowledge and dimensions of Skills. Besides that, Wardhana (2014) explained that the success of the implementation of a construction project will be largely determined by the quality of the people who handle it, especially those who hold important roles such as project supervisory consultants, so that in selecting the supervisory consultant who will occupy the position, the necessary criteria must be met. In addition, competence is a very important factor for supervisory consultants in producing good performance.

Based on the discussion above, it can be concluded that the competence of supervisors is very necessary, so having sufficient competence, especially the competence of knowledge and skills which is stated to be very high, will contribute to the influence of supervisory performance. For example, supervision must be independent and separate from supervised activities, there are 4 (four) supervisory norms that supervisors must know, namely: supervision must be carried out with the required professional expertise and thoroughness, the scope of supervision includes testing and evaluation of the effectiveness of the control system. internal control owned by the organization being supervised, including the quality of the implementers of the functions and tasks carried out, and the implementation of supervision includes planning supervision, testing and evaluating information, notification of the results and follow up. Professionalism is part of obedience to supervisory norms, because according to research results Syiddah et al (2021) explains that internal control and employee integrity affect fraud prevention. This can be interpreted that the nature of professionalism as illustrated by high integrity and strict internal control will have an impact

on the performance of project management supervision, which is measured in the evaluation and monitoring carried out by the supervisor on a regular basis for every activity in the field of Monev Bappeda and Inspectorate.

The Effect of Organizational Commitment on the Performance of Supervision of Infrastructure Project Managers.

Organizational Commitment has an effect on the Performance of the Infrastructure Project Manager. This indicates that organizational commitment is very important to encourage the Performance of Supervision of Infrastructure Project Managers. This organizational commitment is illustrated by organizational commitment which has the greatest influence, namely the dimension of continuous commitment, in addition to affective commitment and normative commitment. The dimensions of this continuance commitment include, among others, the project supervisor is aware of the disadvantages if leaving the supervisory job, Project supervisors find it great to remain in the supervisory job, The project supervisor will continue to work as a project supervisor for acceptable economic reasons, and Project supervisors feel a sense of kinship in the project supervision team.

This research is in line with research by Aisyah et al (2020), Handry (2020), Cahyani et al (2020), Fadli and Farid (2020), Lotunani et al (2014), Fatoni et al (2018) and Martini et al (2018). It can be explained that organizational commitment is an attitude that reflects employee loyalty to an organization where organizational members express their concern for the organization and their continuous success and progress. (Luthans, 2006). The explanation of the results of this study, that a high commitment can trigger an increase in the Performance of the Infrastructure Project Manager Supervisor. Performance can be improved through the dimensions of high Knowledge and Skills on the implementation of infrastructure project management in Tojo Una-Una Regency, so that it is in accordance with the targets in the work contract.

Failure of the construction of a project according to Suryadi et al (2021) namely the low quality of human resources who occupy the highest rank, the quality of work that is not in accordance with specifications, improper planning, low levels of supervision and a contractor culture that does not prioritize construction quality. On the other hand, Tri et al (2021) explained that the dominant factors that can affect the productivity of field supervisors from the Public Works Department are field factors and work environment, human resource factors, needs factors and communication factors.

On the other hand, Eternal (2019) Overall, a common mistake made by supervisors in the field is that they are often not disciplined in carrying out routine supervision. In addition, supervisors also often ignore very small-scale measures. Not being observant in reading pictures is another common mistake supervisors make.

Based on the discussion above, it can be concluded that the commitment in supervising project implementation is very important. Such as, affective commitment, normative

commitment and continuance commitment. The commitment that is still weak in the findings of this dissertation is the supervisor's affective commitment. Affective commitment refers to the emotional side attached to the supervisor. There is a tendency that project management supervisors who have weak affective commitment will be less loyal to the organization they work for. This indicates that the importance of a high work commitment to each supervisor, it will increase the high supervisory performance of each supervisor, and will be reflected in the implementation of the supervisor's performance in the implementation of project activities that are on time, at the right cost, with the right people,

Messah et al (2013) explained that a construction project is an activity carried out within a limited schedule, limited resources to reach the physical buildings and other infrastructure. Construction projects involve contractors, design consultants, supervisory consultants who are bound to each other in a work agreement called a contract. The success of a construction project depends on the fulfillment of the schedule, cost and quality specified in the contract. During project implementation, it often happens that the project takes longer to complete due to the many parts involved. In Tojo Una-Una Regency, the main factors for delays are lack of man power and material supply factors, especially in the archipelago. Subandiyah Azis et al (2016), Qadam et al (2021), Sianturi (2022) and Situmorang, (2022) Project control is carried out so that the project continues to run within the stipulated time, cost and performance limits. Sources of data used are the results of field observations and data from the executor of the work.

The influence of Servant Leadership On the Performance of Supervision of Infrastructure Project Managers mediated by the variable Organizational Citizenship Behavior (OCB).

Servant Leadership has an influence on the Supervision Performance of the Infrastructure Project Manager mediated by the Organizational Citizenship Behavior (OCB) variable. This informs that Servant Leadership can encourage Performance of Supervision of Infrastructure Project Manager mediated by *Organizational Citizenship Behavior* (OCB). This means that Servant Leadership cannot measure performance without strengthening Organizational Citizenship Behavior (OCB) values. Therefore, the value of Organizational Citizenship Behavior (OCB) is considered very important, especially the dimension of affection (love) which provides the highest loading factor, in addition to other dimensions, namely the empowerment dimension, the vision dimension, the humility dimension, and the trust dimension. The implementation of the affection dimension, namely: leadership attention to supervisor rights, leadership attention to supervisor complaints, leadership paying attention to the welfare of the supervisor's family, leadership attention to supervisory career opportunities, leadership attention to supervisory complaints, leadership paying attention to the welfare of the supervisor's family,

This research is in line with research conducted by Mattalatta, (2019) and which measures leadership on employee performance mediated by job satisfaction and OCB and the results of his research found that leadership has a positive and significant effect on employee performance mediated by organizational citizenship behavior. Meanwhile, leadership has no significant positive effect on employee performance mediated by job satisfaction. Besides that, Istikhomah Sholikhah et al., (2020) found that 1) there was no significant effect of the servant leadership variable on organizational citizenship behavior; 2) There is a significant influence of organizational commitment variable on organizational citizenship behavior; 3) There is an influence of the servant leadership variable on employee performance; 4) There is no influence of organizational commitment variable on employee performance; 5) There is an influence of Organizational Citizenship Behavior on Employee Performance. Furthermore, Elche et al., (2020), Simamora et al., (2019) and Ruiz-Palomino et al., (2021b) found that there is an indirect effect of servant leadership on employee performance through mediating organizational citizenship behavior (OCB).

Based on the findings in the dissertation and other empirical research, in the context of service leadership in the context of improving supervisory performance it can encourage OCB values so that the implementation of infrastructure project supervision in Tojo Una-Una Regency runs according to the targets and outcomes/impacts expected by the community public.

Influence of HR Competence On the Performance of Supervision of Infrastructure Project Managers mediated by the variable Organizational Citizenship Behavior (OCB).

HR competence has an influence on the performance of the infrastructure project manager mediated by the variable Organizational Citizenship Behavior (OCB). This implies that the better the competence of the HR working on the project supervision work, the higher the supervisory performance, but the increase in performance is due to the effect of the supervisor's OCB values. Therefore, the value of OCB through dimensions that have a large contribution needs to be considered, namely the trait dimension, in addition to other dimensions, namely: the knowledge dimension, the skill dimension, the motivation dimension, and the self-image dimension.

The dimensions of this trait are illustrated in the implementation that supervisors have the nature of responsibility for project implementation, supervisors are willing to cooperate as a team in project implementation, supervisors are open to each other to project implementation problems, and supervisors are willing to accept suggestions from colleagues.

The findings of the dissertation research are in line with the findings made by Acturan & ekmeçelioğlu, (2016) and Dewi et al., (2021) explained that employee creativity has a significant and positive effect on innovative work behavior by mediating

Organizational Citizenship Behavior (OCB) on employees. Besides that, Setiawan Alhasani et al., (2021b) found that Competence affects the performance of Regional Office employees through OCB. This means that the higher the competence, the higher the OCB and ultimately the better the employee's performance.

Based on the findings in the dissertation and other empirical research, it can be interpreted that the higher the competence of supervisors, the higher the OCB value, and ultimately the performance of infrastructure project supervision in Tojo Una-Una Regency, and it is very important to pay attention to all dimensions of competence so that the quality and effectiveness and efficiency of the project is carried out well and can minimize risk.

The Effect of Organizational Commitment On the Performance of Supervision of Infrastructure Project Managers mediated by the variable Organizational Citizenship Behavior (OCB).

Organizational Commitment Affects but Not Significantly on the Performance of Supervision of Infrastructure Project Managers mediated by Organizational Citizenship Behavior (OCB) variables. This implies that organizational commitment encourages performance but the changes are small, if through the OCB nature. The nature of OCB cannot encourage increased performance. Therefore, direct line organizational commitment exchange is much better for improving supervisory performance.

The findings of the dissertation research are in line with the findings made by Istikhomah Sholikhah et al., (2020) and Saragi et al., (2021) found that there was no influence of organizational commitment variable on employee performance and there was influence of Organizational Citizenship Behavior variable on employee performance. Setiawan Alhasani et al., (2021a) states that organizational commitment has an effect on OCB but does not affect employee performance. Likewise, Putri et al., (2021) and Suwibawa et al., (2018) This study proves that there is no indirect effect of organizational commitment on employee performance mediated by OCB. However, in contrast to the findings Ridlo et al., (2021) who found that organizational commitment had a positive and significant effect on employee work productivity through Organizational Citizenship Behavior (OCB) as an intervening variable.

Based on the findings in other empirical studies, it can be interpreted that organizational commitment is very important to encourage the performance of infrastructure project supervision in Tojo Una-Una Regency, but in encouraging performance it is carried out directly and not through the OCB variable. The dimension that must be considered is related to continuance commitment with the perception that supervisors will be highly committed if it is associated with material things that are received as the main benefit. The encouragement of this commitment is considered reasonable, because the field of project supervision is very heavy,

especially in 3 T regional development projects, so that the main consideration is that the project supervisor is aware of the disadvantages if he leaves the supervisory job, the project supervisor feels great benefits, if he persists in the supervisory work, The project supervisor will continue to work as a project supervisor for acceptable economic reasons, and the project supervisor will feel a sense of kinship in the project supervision team. Therefore, the leadership should pay attention to the ongoing commitment so that performance can be improved with quality, impactful project results, and the risk can be minimized.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results and discussion of the research, it can be concluded as follows:

1. *Servant Leadership* significant effect on Organizational Citizenship Behavior (OCB).
2. HR competence has a significant effect on Organizational Citizenship Behavior (OCB).
3. Organizational Commitment has a significant effect on Organizational Citizenship Behavior (OCB).
4. *Organizational Citizenship Behavior (OCB)* significant effect on Supervision Performance
5. *Servant Leadership* significant effect on Supervision Performance, but the direction of the effect is negative.
6. HR competence has a significant effect on Supervision Performance.
7. Organizational Commitment has a significant effect on Supervision Performance.
8. *Servant Leadership* (servant leadership) has a significant effect On the Performance of Supervision of Infrastructure Project Managers mediated by the variable *Organizational Citizenship Behavior* (OCB).
9. Competence has a significant effect on the Supervision Performance of Infrastructure Project Managers mediated by the Organizational Citizenship Behavior (OCB) variable.
10. Organizational commitment has no significant effect on the Supervision Performance of Infrastructure Project Managers mediated by the variable Organizational Citizenship Behavior (OCB).

Suggestion

Based on the results of the study, it is recommended as follows:

1. Improving knowledge competence and skill competency for project supervisors, especially for supervisors who do not yet have a competency certificate as a requirement to become project supervisors in Tojo Una-Una Regency.
2. Encouraging nature *Organizational Citizenship Behavior (OCB)* for supervisors so that they can improve supervisory performance, so that

development projects are effective and efficient and can have an impact on the community.

3. Increase work commitment, especially continuous commitment so that it has responsibility in project supervision so that findings do not occur and strive to minimize risks to the findings of the Inspectorate and BPK.
4. Prioritizing professionalism and having high integrity for supervisors and third parties, so that the implementation of development projects is fulfilled in accordance with the agreed Work Contract Letter.
5. Follow up on findings and strive to be even better.

REFERENCE

- [1]. Abd-Elaziem, M., Elmasry, E., Mabrouk, R., Rahman, A. El, & Mostafa, W. H. (N.D.). Relationship Between Nurses' Organizational Commitment And Their Organizational Citizenship Behavior. *International Journal Of Novel Research In Healthcare And Nursing*, 9, 52–62. Retrieved March 9, 2022, From www.noveltymjournals.com
- [2]. Adiwijaya. 2017. Pengaruh Kualitas Sumber Daya Manusia Dalam Mencapai Mutu Pekerjaan Konstruksi Jalan Lentur. *Jurnal Infrastruktur*. Vol. 3 No. 01.
- [3]. Ahmad, I., And Zafar, M. A. 2018. Impact Of Psychological Contract Fulfillment On Organizational Citizenship Behavior. *Int. J. Contemp. Hosp. Manag.* 30,1001–1015. [Doi: 10.1108/Ijchm-12-2016-0659](https://doi.org/10.1108/Ijchm-12-2016-0659).
- [4]. Akturan, A., & Çekmecelioglu, H. G. (2016). The Effects Of Knowledge Sharing And Organizational Citizenship Behaviors On Creative Behaviors In Educational Institutions. *Procedia - Social And Behavioral Sciences*, 235, 342–350. <https://doi.org/10.1016/j.sbspro.2016.11.042>
- [5]. Alafeshat, Rawan, Northern Cyprus, Gazi Magusa Farida, Aboud. 2019. Servant Leadership Impact On Organizational Performance: The Mediating Role Of Employee Engagement. *International Journal Of Human Resource Studies* Issn 2162-3058 2019, Vol. 9, No. 3.
- [6]. Alsheikh, G., & Sobihah, M. A. A. (2019). Effect Of Behavioral Variables On Organizational Citizenship Behavior (Ocb), With Job Satisfaction As Moderating Among Jordanian Five-Star Hotels: A Pilot Study. *International Journal Of Ethics And Systems*, 35(2), 272–283. <https://doi.org/10.1108/Ijoes-01-2019-0001>
- [7]. Amir. 2019. The Effect Of Servant Leadership On Organizational Citizenship Behavior: The Role Of Trust In Leader As A Mediation And Perceived Organizational Support As A Moderat. *Journal Of Leadership In Organizations Vol.1, No. 1 (2019) 1-16*
- [8]. Asiedu, M., J. O. Sarfo, Et Al. 2014. Organisational Commitment And Citizenship Behaviour: Tools To Improve Employee Performance; An Internal Marketing Approach. *European Scientific Journal* 10(4): 288-308.
- [9]. Astrini Amir, D., & Amir, D. (2019). The Effect Of Servant Leadership On Organizational Citizenship Behavior: The Role Of Trust In Leader As A Mediation And Perceived Organizational Support As A Moderation *Journal Of Leadership In Organizations*, 1(1), 1–16.
- [10]. Baykal E., Zehir, C., Dan Kole, M. 2018. Effects Of Servant Leadership On Gratitude, Empowerment, Innovativeness And Performance: Turkey
- [11]. Bizri, R. 2018. Diversity Management And Ocb: The Connection Evidence From The Lebanese Banking Sector. *Equality, Diversity And Inclusion*, 37(3), Pp.233–253. [Doi: 10.1108/Edi-03-2017-0059](https://doi.org/10.1108/Edi-03-2017-0059).
- [12]. Chelagat, L. J., Chepkwony, P. K., & Kemboi, A. 2015. Effect Of Organizational Citizenship Behavior On Employee Performance In Banking Sector, Nairobi County, Kenya. *International Journal Of Business, Humanities And Technology*, 5(4), 55–61.
- [13]. Claudia, Meiske. 2018. The Influence Of Perceived Organizational Support, Job Satisfaction And Organizational Commitment Toward Organizational Citizenship Behavior (A Study Of The Permanent Lecturers At University Of Lambung Mangkurat, Banjarmasin). *Journal Of Indonesian Economy And Business Volume 33, Number 1, 2018, 23 – 45 .Issn 2085-8272 (Print), Issn 2338-5847 (Online) Http://Journal.Ugm.Ac.Id/Iieb*
- [14]. Cumming And Worley. 2005. *Human Communication*. Singapore : Mcgraw-Hill, Inc.
- [15]. Dewi, N. P., Rahmadian, I., Rumengan, J., Satriawan, B., Y, S., Nurhatisyah, N., & Faizah, A. (2021). The Effect Of Competence, Job Stress And Perceived Organizational Support On Employee Performance With Organizational Commitments As Intervening Variables. *Iaic International Conference Series*, 3(2), 131–139. <https://doi.org/10.34306/Conferenceseries.V3i2.472>.
- [16]. Elche, D., Ruiz-Palomino, P., & Linares-Langreo, J. (2020). Servant Leadership And Organizational Citizenship Behavior: The Mediating Effect Of Empathy And Service Climate. *International Journal Of Contemporary Hospitality Management*, 32(6), 2035–2053. <https://doi.org/10.1108/Ijchm-05-2019-0501/Full/Xml>
- [17]. Erni Yuningsih, Ardianti. 2019. The Effect Of Competence And Motivation On Employee Performance On Pt Xxx. *Jurnal Visionida, Volume 5 Nomor 1 Juni 2019*
- [18]. Fairico, Putra Ramadhan, Heru, Susilo, Dan Edlyn, Khurutul Aini. 2018. Pengaruh Organizational Citizenship Behavior (Ocb) Dan Good Corporate Governance (Gcg) Terhadap Kinerja Karyawan (Studi Pada Karyawan Pt. Taspen (Persero) Kantor Cabang Malang). *Jurnal Administrasi Bisnis (Jab) Vol. 55 No. 2 Februari 2018* [Administirasibisnis.Studentjournal.Ub.Ac.Id](https://doi.org/10.24127/ajab.v55i2.12018).
- [19]. Fatoni, Mahmud ; Dewi, Prihatini; Ika Barokah, Suryaningsih. 2018. The Role Of Ocb In Mediating The Effect Of Employee Engagement And Organizational Commitment On Employee Performance: Contract Vs Permanent Employees. *International Journal Of Scientific Research And Management (Ijsrm) Volume 06 Issue 08 Pages El-2018-568-569 Website: Wwww.Ijsrm.In Issn (E): 2321-3418 Index Copernicus Value (2015): 57.47, (2016):93.67, Doi: 10.18535/Ijsrm/V6i8.El03*.
- [20]. Fauzi, Akhmad., Nugroho, Rusdi Hidayat A. 2020. *Manajemen Kinerja*. Surabaya: Airlangga University Press.
- [21]. Fazriyah, M., Hartono, E., & Handayani, R. (2019). *The Influence Of Job Satisfaction And Organizational Commitment On Organizational Citizenship Behavior*. 201–205. <https://doi.org/10.2991/Isseh-18.2019.47>
- [22]. Gnanakob, R. I., Ansong, A., & Issau, K. (2022). Servant Leadership And Organisational Citizenship Behaviour: The Role Of Public Service Motivation And Length Of Time Spent With The Leader. *International Journal Of Public Sector Management*. <https://doi.org/10.1108/Ijpsm-04-2021-0108/Full/Xml>
- [23]. Grego-Planer, D. (2019). The Relationship Between Organizational Commitment And Organizational Citizenship Behaviors In The Public And Private Sectors. *Sustainability* 2019, Vol. 11, Page 6395, 11(22), 6395. <https://doi.org/10.3390/Su11226395>
- [24]. Greenleaf, R. K. 1973. *The Servant Leadership Within*. The Revised Edition. Greenleaf Center For Servant Leadership.
- [25]. Hair Jr. J. F, Hult G. T., Ringle C. M., & Sarstedt M. 2014. A Primer On Partial Least Squares Structural Equation Modeling (Pls-Sem). *California: Sage Publication*.
- [26]. Harwiki, Wiwiek. 2013. The Influence Of Servant Leadership On Organization Culture, Organizational Commitment, Organizational Citizenship Behavior And Employees Performance (Study Of Outstanding Cooperatives In East Java Province, Indonesia) *Journal Of Economics And Behavioral Studies Vol. 5, No. 12, Pp. 876-885, Dec 2013 (Issn: 2220-6140)*.
- [27]. Harwiki, Wiwiek. 2015. The Influence Of Servant Leadership On Organization Culture, Organizational Commitment, Organizational Citizenship Behavior And Employees Performance In Women Cooperatives.

- [28]. Hasibuan, Malayu S.P. 2017. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: Bumi Aksara.
- [29]. Info, J., Proyek, M., Azis, S., Hargono, E., Putranto, D., & Yudianto, H. (2016). Analisis Yang Berpengaruh Terhadap Perpanjangan Waktu Pelaksanaan Kontrak Pada Proyek-Proyek Pembangunan Jalan Di Kabupaten Probolinggo. *Infomanpro*, 5(2), 1–12. <https://doi.org/10.36040/Infomanpro.V5i2.995>
- [30]. Irfan, M., Ashari, R., Sukarno, G., Rini, H. P., Universitas, M., Nasional, P., Veteran, ", Timur, J., & Id, S. C. (2022). Pengaruh Competence Terhadap Organization Performance Yang Dimediasi Oleh Strategic Change Management Pada Umkm Di Sidoarjo Saat Pandemi Covid-19. *Jurnal Maneksi*, 10(2), 133–140. <https://doi.org/10.31959/jm.V10i2.705>
- [31]. Istikhomah Sholikhah, E., Kurnia Prastiwi, S., & Pandawa Pucangan Kartasura Sukoharjo, J. (2020). The Impact Of Leadership To Serve And Organizational Commitments To Employee Performance With Behavior Organizational Citizenship As Mediation Variable. *Journal Of Business And Management Review*, 1(1), 028–041. <https://doi.org/10.47153/jbmr.V1i1.8>
- [32]. Ismail, L. B., Aladwan, K., & Saleh, A. 2018. The Influence Of Open/Closed Innovation On Employees' Performance. *International Journal Of Organizational Analysis*, 26, 25–70.
- [33]. Iswahyudi, *, & Idris, S. (N.D.). The Effect Of Organizational Commitment, Servant Leadership, And Empowerment On Employee Performance With Organizational Citizenship Behavior As A Mediation At Regional General Hospital Dr. Zainoel Abidin Banda Aceh. *International Journal Of Business Management And Economic Review*, 5(01), 2021. <https://doi.org/10.35409/ijbmer.2022.3357>
- [34]. Jain, N. R., & Irfan A. Rizvi, I. A. 2018. Impact Of Corporate Citizenship On Organizational Citizenship Behaviour Of Managers: A Study From Selected Indian Banks. *Global Business Review*, 21(1), 294–311. <https://doi.org/10.1177/0972150917749289>.
- [35]. Jalil, A. (2012). *Pengaruh Tingkat Kecerdasan Emosional Dan Sikap Pada Budaya Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Pegawai Kantor Pelayanan Perizinan Terpadu Kabupaten Sukoharjo*. <https://digilib.uns.ac.id/dokumen/24061/pengaruh-tingkat-kecerdasan-emosional-dan-sikap-pada-budaya-organisasi-terhadap-organizational-citizenship-behavior-ocb-pegawai-kantor-pelayanan-perizinan-terpadu-kabupaten-sukoharjo>
- [36]. Julie, Beardwell And Amanda Thompson. 2017. *Human Resource Management A Contemporary Approach*. Eighth Edition. De Montfort University, Leicester. Nited Kingdom : Pearson Education. Identifiers: Lccn 2017007976 | Isbn 9781292119564 (Print) | Isbn 9781292119595.
- [37]. Kecamatan, P. Di, Kabupaten, B., & Musa Alfisonta, W. (2021). Efektivitas Pengawasan Pembangunan Infrastruktur Saluran Irigasi Pertanian Di Kecamatan Belawa Kabupaten Wajo. *Jurnal Ada Na Gau: Public Administration*, 2(2), 677–690. <http://ojs.lppmuniprima.org/index.php/jangpa/article/view/227>
- [38]. Kuncoro Tulus Wahyu, Sudarwati, Djumali, Akhmad Fauzi. 2019. The Effect Of Competence On Performance Employees In Biro Pemerintahan Dan Kerjasama Sekretariat Daerah Provinsi Jawa Barat. *Edunomika – Vol. 03, No. 02 (Agustus 2019) 310* Issn : 2685-6670 (Online)
- [39]. Kurniawan, Albert. 2015. Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Pt X Bandung. *Jurnal Manajemen*, Vol.15, No.1, November 2015.
- [40]. Lotunani, Alamsyah Idrus, Eka Anfan And Margono, Setiawan. 2014. The Effect Of Competence On Commitment, Performance And Satisfaction With Reward As A Moderating Variable (A Study On Designing Work Plans In Kendari City Government, Southeast Sulawesi. *International Journal Of Business And Management Invention* Issn (Online): 2319 – 8028, Issn (Print): 2319 – 801x www.ijbmi.org Volume 3 Issue 21 February. 2014 Pp.18-25
- [41]. Luthans, Fred. 2006. *Perilaku Organisasi*. Edisi Sepuluh, Perilaku Organisasi
- [42]. Edisi 10 - Fred Luthans, The Mcgraw-Hill Companies.
- [43]. Malingumu, Winifrida. Jeroen, Stouten Martin, Euwema Dan Emmanuel, Babegeya. 2016. Servant Leadership, Organisational Citizenship Behavior And Creativity: The Mediating Role Of Team-Member Exchange. *Psychologica Belgica*, 56(4), Pp. 1–15, [Doi: Http://Dx.Doi.Org/10.5334/Pb.326w%#HojJfd](http://dx.doi.org/10.5334/Pb.326w%#HojJfd)
- [44]. Manani, Enock Dan Thomas, Katua Nguu. 2019. Effects Of Employee Competencies On Employee Job Performance In Humanitarian Organizations; A Case Study Of The World Food Programme, Kenya. *Gsj: Volume 7, Issue 10, October 2019* Issn 2320-9186.
- [45]. Martini, Ida, Ayu, Oka., I Ketut Rahyuda., Desak Ketut Sintaasih., Putu Saroyeni Piartrini. (2018). The Influence Of Competency On Employee Performance Through Organizational Commitment Dimension. *Iosr Journal Of Business And Management (Iosr-Jbm) E-Issn: 2278-487x, P-Issn: 2319-7668. Volume 20, Issue 2. Ver. Viii (February. 2018), Pp 29-37* www.iosrjournals.org.
- [46]. Mattalatta, S. (2019). Pengaruh Kepemimpinan Situasional Terhadap Kepuasan Kerja, Organizational Citizenship Behavior Dan Kinerja Karyawan Pada Perusahaan Keluarga (Studi Kasus Pada Pt. Putra Karella Group). *Mandar: Management Development And Applied Research Journal*, 1(2), 35–43. <https://doi.org/10.31605/Mandar.V1i2.320>
- [47]. McNamara, D. S., De Vega, M., & O'reilly, T. 2007. Comprehension Skill, Inference Making, And The Role Of Knowledge. In F. Schmalhofer & C.A. Perfetti (Eds.), *Higher Level Language Processes In The Brain: Inference And Comprehension Processes*. Mahwah, Nj: Erlbaum.
- [48]. Messah, Y. A., Widodo, T., & Adoe, M. L. (2013). Kajian Penyebab Keterlambatan Pelaksanaan Proyek Konstruksi Gedung Di Kota Kupang. *Jurnal Teknik Sipil*, 2(2), 157–168. <https://ced.petra.ac.id/index.php/jurnal-teknik-sipil/article/view/18953>
- [49]. Meyer, G., And Allen, S. 2009. *Organization Commitment In Management Perspective*. Published By Prentice Hall, New York.
- [50]. Miao, C, Humphrey. R. H & Qian. S. 2018. A Meta-Analysis Of Emotional Intelligence And Work Attitudes. *Journal Of Occupational And Organizational Psychology*, Vol. 90, No. 2, Hlm. 177–202.
- [51]. Mrayyan, Majd T. & Ibrahim Al-Faori. 2008. Career Commitment And Job Performance Of Jordanian Nurses. *Nursing Forum*.
- [52]. Ninggarwati, D., Sinaga, M., Beatrix, R. Y., Bontor, H., Wijaya, S. M., & Dasrul, W. I. (2021). Pengaruh Kecerdasan Emosional Dan Tingkat Kepercayaan Terhadap Kinerja Pada Proyek Infrastruktur. *Indonesian Business Review*, 3(2), 127–164. <https://doi.org/10.21632/ibr.3.2.127-164>
- [53]. Noe, Raymond A., John R, Holenbeck, Barry, Gerhart, Dan Patric M, Wright. 2014. *Manajemen Sumber Daya Manusia: Mencapai Keunggulan Bersaing*. Jakarta: Salemba Empat.
- [54]. Organ, D. W Dan Katherine Ryan. 2006. A Meta-Analytic Review Of Attitudinal And Dispositional Predictors Of Organizational Citizenship Behavior. *Personnel Psychology*.
- [55]. Organisasi, K., Pada, K., Bank, P., Jakarta, D., & Sakina, N. (2009). *Komitmen Organisasi Karyawan Pada Pt.Bank "X" Di Jakarta*. 7(2), 53.
- [56]. Palan, R. 2008. *Competency Management*. Cetakan Kedua. Ppm, Jakarta Pusat.
- [57]. *Pengaruh Servant Leadership, Komitmen Organisasional Terhadap Kinerja Karyawan Yang Dimediasi Oleh Organizational Citizenship Behavior(Ocb) Pada Pt. Sepatu Mas Idaman Bogor, Indonesia - Eprints Upn "Veteran" Yogyakarta*. (N.D.). Retrieved March 2, 2022, From <http://eprints.upnyk.ac.id/4783/>
- [58]. Podsakoff, P. M., Mac Kenzie, S. B., Lee, J. Y., & Podsakoff, N. P. 2003. Common Method Biases In Behavioral Research: A Critical Review Of The Literature And Recommended Remedies. *Journal Of Applied Psychology*, 88(5), 879–903.
- [59]. Podsakoff, Philip M., Scott B. Mac Kenzie, Julie Beth Paine, And Daniel G. Bachrach. 2000. Ocb: Critical Review Of The Theoretical And Empirical Literature And Suggestions For Future Research. *Journal Of Management* 2000 Volume 26 No. 3.

- [60]. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. 2009. Individual- And Organizational-Level Consequences Of Organizational Citizenship Behaviors: A Meta-Analysis. *Journal Of Applied Psychology*.
- [61]. Putra, R., & Penulis, K. (2021). Pengaruh Kepemimpinan Dan Kompetensi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (Ocb) Karyawan Sebagai Variabel Intervening Pada Perusahaan Pt.Sawah Solok. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 2(2), 989–1001. <https://doi.org/10.38035/jmpis.V2i2.767>
- [62]. Putri, M. M., Hartati, A. S., & Haryadi, A. (2021). The Influence Of Organization Commitment And Compensation On Employee Performance Mediated By Organizational Citizenship Behavior (Ocb). *Jurnal Ekonomi Dan Bisnis Airlangga*, 31(2), 74–82. <https://doi.org/10.20473/jeba.V31i22021.74-82>
- [63]. Qadam, A., Indrayadi, M., & Bachtari, V. (2021). Pengendalian Dan Penempatan Material Konstruksi Pembangunan Gedung Sekolah Sma Negeri 4 Kecamatan Pontianak Kota. *Jelast : Jurnal Pwk, Laut, Sipil, Tambang*, 8(3). <https://doi.org/10.26418/jelast.V8i3.51741>
- [64]. Qiu, S., & Dooley, L. (2022). How Servant Leadership Affects Organizational Citizenship Behavior: The Mediating Roles Of Perceived Procedural Justice And Trust. *Leadership And Organization Development Journal*. <https://doi.org/10.1108/Lodj-04-2021-0146/Full/Xml>
- [65]. Rahman, M.M., Chowdhury, M.A.U., Uddin, M.E., Islam, A.M.T., Dan Hossain, M.A. 2018. Macrosolen Cochinchinensis (Lour). Anti-Nociceptive And Antioxidant. *Asian Pacific Journal Of Tropical Biomedicine*. S203-S207.
- [66]. Rahmati, N., Rahmati, N., Zulkarnain, Z., & Novliadi, F. (2021). The Effect Of Organizational Commitment And Organizational Citizenship Behavior (Ocb) On The Intention Of Sharing Knowledge. *International Journal Of Progressive Sciences And Technologies*, 24(2), 343–347. <https://doi.org/10.52155/ijpsat.V24.2.2632>
- [67]. Rahmatillah, V. A., Abidin, Z., & Komalasari, S. (2022). Pengaruh Religiusitas Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Pada Karyawan Pt. Panca Teknik Banjarmasin. *Jurnal Al-Husna*, 3(1), 1–14. <https://doi.org/10.18592/jah.V3i1.5048>
- [68]. Ridlo, M., Wardahana, I. A., & Jessica, K. G. (2021). The Effect Of Job Satisfaction, Workplace Spirituality And Organizational Commitment On Work Productivity With Organizational Citizenship Behavior (Ocb) As Intervening Variable (Case Study On Bank Muamalat Indonesia Kc Solo). *Journal Of Business And Banking*, 10(2), 249–264. <https://doi.org/10.14414/jbb.V10i2.2272>
- [69]. Rivai, H. A., Reza, D. Y., & Lukito, H. (2019). *Distributive Justice, Job Satisfaction And Organizational Commitment As Antecedents Of Employee Performance: A Study In Indonesia National Health Insurance Workers*. 670–676. <https://doi.org/10.2991/icoi-19.2019.117>
- [70]. Robbins, Stephen P. & Judge, Timothy A. 2018. *Perilaku Organisasi*. Edisi 16. Jakarta: Salemba Empat.
- [71]. Rompas, A. N., Dundu, A. K. T., Malingkas, G. Y., Puprd, D., & Utara, P. S. (2021). Evaluasi Implementasi Sistem Manajemen Mutu Sesuai Sni Pada Proyek Pembangunan Jalan. *Jurnal Ilmiah Media Engineering*, 11(2), 2087–2334. <https://ejournal.unsrat.ac.id/index.php/jime/article/view/36621>
- [72]. Roza, W., Dharma, R., & Azka, B. P. (2021). The Effect Of Servant Leadership And Organizational Commitment On Organizational Citizenship Behavior: Job Satisfaction As Mediating Variable. *Upi Yptk Journal Of Business And Economics*, 6(3), 9–15. <https://doi.org/10.35134/jbe.V6i3.42>
- [73]. Ruiz-Palomino, P., Linuesa-Langreo, J., & Elche, D. (2021a). Team-Level Servant Leadership And Team Performance: The Mediating Roles Of Organizational Citizenship Behavior And Internal Social Capital. *Business Ethics, The Environment & Responsibility*. <https://doi.org/10.1111/Beer.12390>
- [74]. Ruiz-Palomino, P., Linuesa-Langreo, J., & Elche, D. (2021b). Team-Level Servant Leadership And Team Performance: The Mediating Roles Of Organizational Citizenship Behavior And Internal Social Capital. *Business Ethics, The Environment & Responsibility*. <https://doi.org/10.1111/Beer.12390>
- [75]. Sa'adah, N., & Rijanti, T. (2022). The Role Of Knowledge Sharing , Leader-Member Exchange (Lmx) On Organizational Citizenship Behavior And Employee Performance : An Empirical Study On Public Health Center Of Pati 1, Pati 2 And Trangkil In Central Java. *International Journal Of Social And Management Studies*, 3(1), 112–131. <https://doi.org/10.5555/ijosmas.V3i1.87>
- [76]. Saleem, Farida Yingying, Zhang, Zhang; C. Gopinath; And Ahmad, Adeel. (2020). Impact Of Servant Leadership On Performance: The Mediating Role Of Affective And Cognitive Trust. *Sage Open January-March 2020: 1 –16* © The Author(S) 2020 [Doi: 10.1177/2158244019900562](https://doi.org/10.1177/2158244019900562) [Journals.Sagepub.Com/Home/Sgo](https://journals.sagepub.com/home/sgo).
- [77]. Saragi, V. S., Dosen, S., & Unsurya, M. (2021). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening Pada Pt . Emerio Indonesia. *Jurnal Ilmiah M-Progress*, 11(1). <https://doi.org/10.35968/M-Pu.V11i1.599>
- [78]. Saraswati, K., & Hakim, G. (2019). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada Dinas Pendidikan Kabupaten Malang. *Jurnal Sains Psikologi*, 8(2), 238–247. <https://doi.org/10.17977/Um023v8i22019p238>
- [79]. Sekaran, Uma Dan Bougie, R. 2017. *Metode Penelitian Untuk Bisnis Pendekatan Pengembangan-Keahlian*. Jakarta. Salemba Empat.
- [80]. Sengkey, Y. M., Tawal, B. ., & Lintong, D. C. (2018). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Pegawai Pada Kantor Sekretariat Daerah Kabupaten Minahasa Tenggara. *Jurnal Emba : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4), 3138–3147. <https://doi.org/10.35794/Emba.V6i4.21288>
- [81]. Setiawan Alhasani, I., Suswati, E., & Budi Wahyono, Dan G. (2021a). Pengaruh Kompetensi Dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behaviour (Ocb) Sebagai Mediasi. *Jurnal Sosial Teknologi*, 1(9), 1.106-1.120. <https://doi.org/10.36418/Jurnalsostech.V1i9.206>
- [82]. Setiawan Alhasani, I., Suswati, E., & Budi Wahyono, Dan G. (2021b). Pengaruh Kompetensi Dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behaviour (Ocb) Sebagai Mediasi. *Jurnal Sosial Teknologi*, 1(9), 1.106-1.120. <https://doi.org/10.36418/Jurnalsostech.V1i9.206>
- [83]. Sianturi, S. E. T. (2022). *Evaluasi Kinerja Waktu Dan Biaya Berdasarkan Konsep Nilai Hasil Pada Proyek Pembangunan Gedung Convention Hall Kabupaten Deli Serdang*. [Http://Repository.Uhn.Ac.Id/Handle/123456789/6144](http://repository.uhn.ac.id/handle/123456789/6144)
- [84]. Simamora, P., Sudiarditha, I. K., & Yohana, C. (2019). The Effect Of Servant Leadership On Employee Performance With Employee Engagement And Organizational Citizenship Behavior (Ocb) As A Mediation Variable In Mandiri Inhealthth. *International Journal On Advanced Science, Education, And Religion*, 2(3), 13–25. <https://doi.org/10.33648/ijoeser.V2i3.36>
- [85]. Siswanti, Y., & Anjasasi, F. A. (2017). Pengaruh Servant Leadership Terhadap Employee's Organizational Member Performance (Eomp) Dimediasi Oleh Disiplin Kerja Dan Dukungan Organisasional Persepsian. *Jbti : Jurnal Bisnis : Teori Dan Implementasi*, 8(2), 169–183. <https://doi.org/10.18196/Bti.82091>
- [86]. Situmorang, R. U. A. (2022). *Optimasi Waktu Dan Biaya Percepatan Proyek Menggunakan Metode Time Cost Trade Off Dengan Alternatif Penambahan Tenaga Kerja Dan Jam Kerja (Lembur) (Studi Kasus: Pembangunan Gedung Convention Hall Kab. Deli Serdang)*. [Http://Repository.Uhn.Ac.Id/Handle/123456789/6146](http://repository.uhn.ac.id/handle/123456789/6146)
- [87]. Smith, C. 2005. *Servant Leadership: The Leadership Theory Of Robert K. Greenleaf*.
- [88]. Sudaryono. 2018. *Metode Penelitian*. Jakarta: Raja Grafindo Persada.

- [89]. Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif, Dan R Dan D*. Bandung: Penerbit Alfabeta.
- [90]. Suparwono. (2015). Pengaruh Kompetensi Dan Orientasi Kewirausahaan Terhadap Kinerja Usaha (Studi Kasus Di Sentra Umkm Pande Besi Di Desa Krasak Kecamatan Mojotengah). *Skripsi Fe Unsiq*.
- [91]. Suprapti, S., & Rizal, A. (2022). Influence Of Personality And Competence On Organizational Citizenship Behavior (Ocb) With Moderate Work Environment. *International Journal Of Social And Management Studies*, 3(2), 1–12. <https://doi.org/10.5555/Ijosmas.V3i2.107>
- [92]. Surya, J. L., No, K., & Selatan -Banten, P. T. (2018). Pengaruh Keterampilan Manajerial, Komunikasi Interpersonal Dan Budaya Mutu Terhadap Organizational Citizenship Behavior. *Jimf (Jurnal Ilmiah Manajemen Forkamma)*, 1(3), 33–47. <https://doi.org/10.32493/frkm.V1i3.2547>
- [93]. Suryadi, D., Sulistio, H., & Megawati, L. A. (2021). Analisis Risiko Kegagalan Konstruksi Infrastruktur Permukiman. *Bentang : Jurnal Teoritis Dan Terapan Bidang Rekayasa Sipil*, 9(2), 129–138. <https://doi.org/10.33558/Bentang.V9i2.2865>
- [94]. Suwibawa, A., Agung, A., Agung, P., Ketut, I., & Sapta, S. (2018). Effect Of Organizational Culture And Organizational Commitment To Employee Performance Through Organizational Citizenship Behavior (Ocb) As Intervening Variables (Study On Bappeda Litbang Provinsi Bali). *International Journal Of Contemporary Research And Review*, 9(08), 20997–21013. <https://doi.org/10.15520/Ijccr/2018/9/08/582>
- [95]. Syiddah, R., Az-Zahra, A., Jaelani, A., Nursi, M., Studi, P., Manajemen, A., & Tinggi, S., & Swadaya, I. E. (2021). Pengaruh Pengendalian Internal Dan Integritas Karyawan Terhadap Pencegahan Kecurangan (Fraud) Pada Pt. Bank Keb Hana Indonesia Wilayah Jakarta. *Adi Bisnis Digital Interdisiplin Jurnal*, 2(2), 38–44. <https://doi.org/10.34306/Abdi.V2i2.555>
- [96]. *The Effect Of Competence On Employee Performance Through Organizational Citizenship Behavior As An Intervening Variable At Pt. Pln Updk Kendari | International Journal Of Management And Education In Human Development*. (N.D.). Retrieved March 2, 2022, From <https://ijmehd.com/index.php/ojsjournal/article/view/37>
- [97]. Tri, S., Zaidir, Z., & Bahrul, A. (2021). *Kajian Faktor - Faktor Penyebab Rendahnya produktivitas Pengawas Lapangan Dari Dinas Pekerjaan Umum Terhadap Kinerja Proyek Jalan Dan Jembatan Di Kabupaten Solok Selatan*.
- [98]. Turek, Wojtczuk Dan Agnieszka Dariusz. 2016. The Significance Of Perceived Social- Organizationclimate For Creating Employees Innovativeness: The Mediating Role Of Person-Organizationfit. *Management Research Review*, 39, (2), 167-195.
- [99]. Undang-Undang Nomor 18 Tahun 1999 Tentang Jasa Konstruksi Dan Peraturan Pelaksanaannya
- [100]. Usman, Muhammad. 2018. Impact study on performance of mega engineering projects in Pakistan. *Department of Business Administration Master's Program in Management Master's Thesis in Business Administration III, 30 Credits, Spring2018 Supervisor: Thomas Biedenbach*.
- [101]. Vondey, M. 2011. The relationship among servant leadership, organizational citizenship behavior, person-organization fit, and organizational identification. *International Journal of Leadership Studies*, 6(1).
- [102]. Wardhana, V. A. (N.D.). *Faktor Dominan Kompetensi Teknis Konsultan Pengawas Pada Kinerja Waktu (Studi Kasus Proyek-Proyek Konstruksi Di Provinsi Banten)*.
- [103]. Widiatmoko, D. (2021). Hotel Resor Di Pantai Maju Sebagai Waterfront Architecture Dengan Pendekatan Metaphore. *Jurnal Sains, Teknologi, Urban, Perancangan, Arsitektur (Stupa)*, 3(1), 1215. <https://doi.org/10.24912/Stupa.V3i1.10267>
- [104]. Wombacher, J. C., & Felfe, J. 2017. Dual commitment in the organization: Effects of the interplay of team and organizational commitment on employee citizenship behavior, efficacy beliefs, and turnover intentions. *Journal of Vocational Behavior*, 102, 1–14.
- [105]. Wu, Wei-Wen. 2008. Exploring core competencies For R&D Technical Professionals. *Expert System with Applications*. Vol.36, Issue 5 Pg.9574-9579.
- [106]. Yaumi, S., & Yaumi, S. (2021). Pengaruh Kompetensi, Independensi, Dan Integritas Terhadap Kualitas Audit Dalam Pengawasan Keuangan Daerah (Inspektorat Pemkab Lamongan). *Jurnal Ekbis*, 22(1), 88–106. <https://doi.org/10.30736/Je.V22i1.699>
- [107]. Zaidir, Wardi, M. Dan Nursyaifi Yulius. 2014. Kajian Pengaruh Kompetensi Konsultan Pengawas Pada Proyekirigsi Di Kabupaten Kerinci. *Pasca Sarjana Jurusan Teknik Sipil Universitas Bung Hatta*.