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RESEARCH ARTICLE

**SERVANT LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR TO
ENHANCING OF INDIVIDUAL PERFORMANCE**

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Abstract

The purpose of this study was to analyze servant leadership and Organizational Citizenship Behavior on Employee Performance, both partially and simultaneously. The research was conducted among employees in the leather industry cluster in Garut, Province of West Java, Indonesia. Penelitian ini dilakukan pada 69 pengrajin kulit di Garut, Provinsi Jawa Barat, Indonesia. The sampling technique used is saturated sampling, namely all leather craftsmen are respondents as sources of information. Data was collected through structured questionnaires, and the analysis was performed using multiple regression techniques. The findings indicate that both Servant Leadership and Organizational Citizenship Behavior have significant effects on employee performance, both individually and collectively.

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Introduction:-

In the contemporary industrial era characterized by rapid digitalization, business activities have become increasingly complex. Intensifying competition has heightened uncertainty, requiring organizations to manage their resources more efficiently and effectively. Under these conditions, companies continuously strive to enhance employee performance to achieve organizational objectives. Various strategies are implemented to improve employee contributions and overall organizational outcomes. The growing body of research suggests that employee performance can be enhanced through the application of servant leadership and Organizational Citizenship Behavior (OCB). High levels of employee loyalty and voluntary contributions are believed to have a direct and positive impact on performance. Strong performance outcomes are often associated with a deep sense of responsibility among employees. The relevance of Servant Leadership and OCB has become increasingly significant, as modern organizations require committed and loyal employees to sustain growth and remain competitive. Leadership is widely recognized as a critical factor in determining organizational success (Bangun, 2021). Managers adopt different leadership styles to achieve organizational goals. The leadership function involves influencing subordinates to align with organizational vision and mission, ultimately serving the interests of stakeholders. Effective leaders must be capable of influencing employees through positive communication approaches, particularly by adopting a servant leadership style.

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Servant leadership is a relatively recent concept in organizational studies, emphasizing the prioritization of employee well-being through respect, support, and development (Matin et al., 2010:387–398). OCB refers to voluntary employee behaviors that go beyond formal job responsibilities and contribute to organizational effectiveness (Garay, 2006:33–42). Organizations are more likely to succeed when employees not only perform their core duties but also engage in extra-role behaviors, such as helping colleagues, offering constructive suggestions, and exceeding performance expectations. For organizations, fostering OCB is essential, as such behaviors support organizational sustainability and growth (Odoch and Nangoli, 2013:49–54). This study aims to analyze the influence of servant leadership and OCB on the performance of leather artisans in Garut, Province of West Java, Indonesia.

Literature Review:-

Servant Leadership:-

Robert K. Greenleaf (1977) was the first to introduce the concept of servant leadership, proposing that leaders should perceive themselves primarily as servants. In this perspective, leaders prioritize the needs of their followers above their own, fostering individual growth and development (Greenleaf, 1977). The servant leadership refers to a leadership approach that begins with a natural desire to serve, which then consciously evolves into the aspiration to lead others (Larry C. Spears, 2010:26). The characteristics of servant leadership behavior are rooted in individual values and beliefs. Personal values such as fairness and integrity function as key drivers that shape servant-oriented leadership behavior. Furthermore, Fons Trompenaars and Charles Hampden-Turner (2010:3) define servant leadership as a management style in which leading and serving are harmoniously integrated, with continuous interaction between the leader and the organizational environment. A servant leader is therefore characterized by a strong commitment to both serving and leading, effectively combining these roles in a mutually reinforcing manner.

From an organizational perspective, servant leadership generates various positive outcomes. It enhances employees' trust in their leaders as well as overall organizational trust, which in turn strengthens employee commitment. Servant leadership emphasizes prioritizing organizational interests over personal gain, while also encouraging leaders to act as role models for their followers in achieving organizational goals. Within this leadership style, leaders position themselves as approachable partners or colleagues, thereby minimizing hierarchical barriers between management and employees. According to Kim Cameron and Gretchen Spreitzer (2012), Servant leadership reflects a positive approach to organizational behavior, as it motivates employees and enables them to realize their full potential. Similarly, Lora (2015:71–94) suggests that servant leadership fosters a sense of responsibility among employees toward their work. The effectiveness of leadership roles is also critical in encouraging extra-role behaviors, commonly referred to as OCB.

OCB:-

OCB refers to discretionary employee behavior that goes beyond formal role requirements and is not explicitly recognized by formal reward systems. Similarly, Stephen P. Robbins (2006:31) defines OCB as voluntary behavior that is not part of formal job obligations but contributes to the effective functioning of the organization. Meanwhile, Jerald Greenberg (2008:413) describes OCB as informal behavior that exceeds formal expectations and contributes to organizational well-being. Furthermore, Carol Bienstock et al. (2003) emphasize that OCB enhances service effectiveness in meeting organizational standards.

OCB encompasses behaviors such as helping others, volunteering for additional tasks, and complying with workplace rules and procedures. These behaviors represent added value from employees and reflect prosocial actions positive, constructive, and meaningful contributions to others. Role behavior itself is defined as a set of recurring actions by individuals that are interrelated with the actions of others to achieve desired outcomes (Daniel Katz & Robert L. Kahn, 1978). Extra-role behavior, therefore, refers to actions beyond formal job requirements that positively contribute to organizational performance, including helping colleagues, improving work processes, and enhancing customer service. According to Dennis W. Organ et al. (2006), OCB is influenced by two primary factors: internal factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation and external factors including leadership style, trust in leadership, and organizational culture. OCB may result from diminished trust in leadership, low job satisfaction, excessive workload, job boredom, and personal issues. Employees who demonstrate strong OCB significantly contribute to organizational success; however, in practice, not all employees exhibit OCB, and varying levels of OCB among employees can present challenges for organizations.

The relationship between servant leadership and OCB is influenced by multiple factors, with effective human resource management playing a crucial role in organizational success. One important approach is employee empowerment. Employee empowerment as a mechanism to encourage employees to engage in OCB while enhancing their motivation. Employee empowerment is also recognized as a key driver of organizational performance (Elnaga& Imran, 2014:14), as it helps employees develop their capabilities and creativity in completing tasks. Gretchen Spreitzer (1995) defines empowerment as a process through which individuals gain the authority to participate directly in controlling and influencing events that affect their work and lives. Similarly, Dought (2004:14) describes employee empowerment as a collaborative effort involving employees across various positions and age groups to achieve organizational goals. Empirical studies by Choi et al. (2016) and Curukovic (2019) indicate that employee empowerment can mediate the relationship between transformational leadership and job satisfaction. Moreover, Curukovic (2019) finds that empowerment also mediates the relationship between Servant Leadership and job satisfaction. However, Newman et al. (2017) argue that employee empowerment does not significantly mediate the relationship between Servant Leadership and OCB.

Conceptual Framework:-

The conceptual framework functions as a guiding structure that directs the research in accordance with its objectives. It outlines the relationships among the key variables under investigation. The proposed conceptual framework of this study is presented in Figure 1.

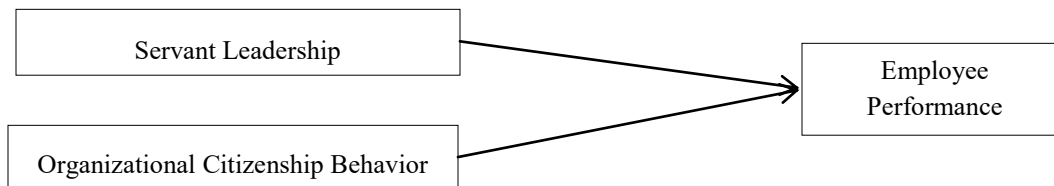


Figure 1 Research Model

Hypothesis

Drawing upon the conceptual framework, this study proposes the following hypotheses:

H1: Servant leadership positively influences employee performance.

H2: OCB positively influences employee performance.

H3: Servant leadership and OCB jointly influence employee performance.

Research Methods:-

The type of research used in this study is descriptive and explanatory research. Descriptive research is employed to obtain an overview of Servant Leadership, OCB, and employee performance at leather companies in Garut. Explanatory research is used to examine the relationship and Servant Leadership, OCB, and employee performance at leather companies in Garut.

Populasi, Sample and Sampling Technique:-

This study was conducted among leather artisans in Garut, with a total population of 69 individuals. A saturated sampling technique was employed, in which all members of the population were included as respondents. Therefore, the sample size in this study consists of 69 respondents. Data collection was carried out using structured questionnaires distributed to all participants. Reliability refers to the degree to which a measurement instrument is consistent and dependable. An instrument is considered reliable if it produces relatively consistent results when used repeatedly to measure the same phenomenon. In other words, reliability reflects the consistency of a measuring instrument in capturing the same construct (Singarimbun& Effendi, 1989). In this study, reliability testing was conducted using Cronbach's Alpha coefficient. As a general rule of thumb, Cronbach's Alpha value greater than 0.60 is considered acceptable (Hair et al., 1998; Sekaran, 2010).

Data Analysis Method:-

To analyze the data, this study employs multiple regression analysis. Multiple regression is a linear regression model that involves more than one independent variable. This method is used to predict the extent to which one or more

independent variables (X) influence the dependent variable (Y). The general form of the multiple linear regression model can be expressed as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Where:

- Y = Performance
 a = Intercept
 b₁ = Regression coefficient Servant Leadership
 b₂ = Regression coefficient Organizational Citizenship Behavior
 X₁ = Servant Leadership
 X₂ = Organizational Citizenship Behavior

Result and Discussion: -

Validity and Reliability Testing: -

Validity testing in this study was conducted using the Pearson Product-Moment Correlation (PMP) analysis. Each variable consists of several questionnaire items, for which the calculated correlation coefficient (r calculated) was compared with the critical value (r table) at a significance level of $\alpha = 0.05$ and degrees of freedom ($df = n - 1$). An instrument is considered valid when the correlation coefficient satisfies the criterion ($r \text{ calculated} \geq r \text{ table}$). The r calculated values were obtained using Microsoft Excel and IBM SPSS Statistics 26. For the variables examined in this study, the results are as follows. The Servant leadership variable, consisting of 24 indicators, produced an r table value of 0.351, with r calculated values presented in Table 1. The statistical analysis indicates that all indicators are valid. The OCB variable comprises 13 indicators, yielding an r table value of 0.497, with corresponding r calculated values shown in Table 2. The results confirm that all questionnaire items are valid. Furthermore, the Employee Performance variable includes 15 indicators, with an r table value of 0.457 and r calculated values reported in Table 3. Based on the statistical findings, all items are deemed valid.

Table 1. Servant Leadership Validity

Item n=12	r _{table}	r _{calculated}	Cronbach's Alpha if Item Deleted
SL1	0,351	.409	Valid
SL2	0,351	.609	Valid
SL3	0,351	.362	Valid
SL4	0,351	.542	Valid
SL5	0,351	.407	Valid
SL6	0,351	.620	Valid
SL7	0,351	.812	Valid
SL8	0,351	.677	Valid
SL9	0,351	.736	Valid
SL10	0,351	.622	Valid
SL11	0,351	.786	Valid
SL12	0,351	.597	Valid
SL13	0,351	.698	Valid
SL14	0,351	.589	Valid
SL15	0,351	.628	Valid
SL16	0,351	.643	Valid
SL17	0,351	.627	Valid
SL18	0,351	.700	Valid
SL19	0,351	.722	Valid
SL20	0,351	.695	Valid
SL21	0,351	.634	Valid
SL22	0,351	.688	Valid
SL23	0,351	.750	Valid
SL24	0,351	.705	Valid

Table 2. Organizational Citizenship Behavior

Item n=12	r _{tabel}	r _{hitung}	Keputusan
OCB1	0,497	.767	Valid
OCB 2	0,497	.684	Valid
OCB 3	0,497	.766	Valid
OCB 4	0,497	.664	Valid
OCB5	0,497	.722	Valid
OCB6	0,497	.544	Valid
OCB7	0,497	.725	Valid
OCB8	0,497	.712	Valid
OCB9	0,497	.786	Valid
OCB10	0,497	.696	Valid
OCB11	0,497	.543	Valid
OCB12	0,497	.545	Valid
OCB13	0,497	.621	Valid

Table 3. Employee Performance

Item n=18	r _{table}	r _{calculated}	Decision
EP1	0,457	.798	Valid
EP2	0,457	.858	Valid
EP3	0,457	.846	Valid
EP4	0,457	.847	Valid
EP5	0,457	.795	Valid
EP6	0,457	.881	Valid
EP7	0,457	.813	Valid
EP8	0,457	.836	Valid
EP9	0,457	.828	Valid
EP10	0,457	.861	Valid
EP11	0,457	.822	Valid
EP12	0,457	.849	Valid
EP13	0,457	.793	Valid
EP14	0,457	.830	Valid
EP15	0,457	.842	Valid

Reliability:-

Reliability testing for each variable can be observed in the Cronbach’s Alpha if Item Deleted table, where an instrument is considered reliable if it has a value greater than 0.80 (Sekaran, 2006).Basedon the statistical results, the servant leadership variable shows a Split-Half Coefficient of 0.822, indicating that all questionnaire items are reliable. The OCB variable demonstrates a Split-Half Coefficient of 0.968, confirming that all indicators within this variable are highly reliable.Similarly, the Employee Performance variable yields a Split-Half Coefficient of 0.822, indicating that all items are reliable. Overall, it can be concluded that all variables, comprising a total of 78 items, meet the reliability criteria, as presented in Table 4.

Table 4. Reliability

Variabel	Item Count	Split-Half Coefecient	Remarks
Servant Leadership	24	0,822	Reliabel
OCB	13	0,968	Reliabel
Employee Performance	15	0,822	Reliabel

Correlation Among Variables:-

The results of the data analysis reveal a significant relationship between Servant Leadership, OCB, and Employee Performance.

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.345	14.918		.090	.928
	Servant Leadership	.287	.117	.283	2.463	.016
	OCB	.567	.248	.264	2.291	.025
Dependent Variable: Performance.						.a
						.b

The ANOVA results indicate a significance level of 0.001 ($p < 0.05$), leading to the rejection of the null hypothesis (H_0). This confirms that the relationships among the variables examined are statistically significant. The multiple regression analysis further yields the following results:

$$Y = 1,345 + 0,287X_1 + 0,567X_2$$

The multiple linear regression equation indicates that when both servant leadership and OCB are equal to zero, the level of employee performance is 1.345. The regression coefficient for servant leadership is 0.287, which implies that, holding other independent variables constant, a one-unit increase in servant leadership leads to an increase of 0.287 units in employee performance. Similarly, the regression coefficient for OCB is 0.567, indicating that, with other independent variables held constant, a one-unit increase in OCB results in an increase of 0.567 units in employee performance.

Table 6. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1989.167	2	994.584	7.747	.001 ^b
	Residual	8473.644	66	128.389		
	Total	10462.812	68			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), OCB, Servant Leadership						
Table 7. Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.436 ^a	.190	.166		11.33087	
Predictors: (Constant), OCB, Servant Leadership.						.a
						.b

Based on the statistical results, the p-value for the Servant Leadership variable is 0.016, which is lower than the significance threshold of 0.05, indicating that the null hypothesis (H_0) is rejected. This finding demonstrates that servant leadership has a significant effect on employee performance. Similarly, for the OCB variable, the p-value is 0.025 ($p < 0.05$), leading to the rejection of H_0 . This indicates that OCB also has a significant effect on employee performance. Collectively, servant leadership and OCB explain approximately 19% of the variance in employee performance, while the remaining 81% is influenced by other variables not included in this model. The servant leadership tends to be particularly effective for followers with relatively lower psychological or behavioral resources, such as lower levels of extraversion, collectivism, or proactivity. This is because servant leadership emphasizes prioritizing followers' needs and interests. Verdorfer (2016) highlights the relationship between individual awareness and mindful leadership practices within the servant leadership framework. Likewise, Donia et al. (2016) examines various organizational conditions under which Servant Leadership is most effective, emphasizing that followers' intrinsic motivation to serve and contribute meaningfully plays a key role in its success. servant leadership operates within an environment characterized by mutual altruism between leaders and followers,

which can ultimately lead to higher levels of job satisfaction, particularly among individuals with prosocial motivations.

OCB is strongly influenced by leadership behavior. Individuals in higher hierarchical positions, such as leaders, must translate their values into concrete actions to maintain trust and integrity among subordinates (Neessen et al., 2020). Leadership influence on OCB can be manifested through support, attitudes, and behavioral patterns demonstrated by leaders. Leaders support is one of the primary drivers of OCB. Supportive leadership is expected to enhance employees' organizational commitment. Leaders can provide support in various forms, including fostering creativity. Creative employees are more likely to seek innovative ways to achieve both individual and group goals, thereby promoting OCB. Conversely, a lack of supervisory support may reduce employees' confidence in their creativity, which can hinder the development of OCB. Leadership behaviors such as motivating employees and encouraging innovative thinking can enhance employee innovation and foster cooperative behaviors, which are predictors of OCB.

Employee performance has a direct impact on organizational profitability (Mtana & Kepha, 2022). It encompasses both the quality and quantity of work output, attendance, and timeliness in task completion (Kathukya, Mwangi, & Machogu, 2022). Performance can also be evaluated based on precision, completeness, continuous improvement, and its alignment with incentive systems, penalties, feedback mechanisms, and cost standards. Furthermore, improved performance is reflected in enhanced efficiency, effective utilization of modern technologies, increased employee engagement, and higher levels of output.

Conclusion:-

Based on the descriptive analysis, the findings indicate that the implementation of servant leadership is reflected in the degree of autonomy granted to employees in performing their tasks, in accordance with their capabilities, knowledge, and skills. Employees generally maintain close relationships with their leaders, who adopt a service-oriented approach by leading through example. This leadership style is associated with observable improvements in employee performance. Results also reveal that certain dimensions of OCB are not consistently demonstrated by all employees. Within the dimension of conscientiousness, employees are willing to arrive earlier and stay longer to complete their tasks, even without additional overtime compensation. However, there are still instances where employees do not fully adhere to organizational rules, especially in the absence of supervision, such as violating traffic regulations. This suggests that while conscientiousness is present, it is not consistently practiced across all employees. Nevertheless, overall findings indicate that the dimensions of OCB are generally well demonstrated, contributing positively to employee performance.

Recommendations:-

Based on the conclusions of this study, several recommendations are proposed. Leaders are advised to strengthen collaboration with employees to improve organizational effectiveness. In addition, leaders are encouraged to involve employees in understanding issues related to sales and production activities, particularly in response to increasing competition. Employees are also expected to recognize the importance of performing their duties in accordance with their abilities while continuously improving their competencies in their respective fields. Furthermore, they are encouraged to enhance their sense of responsibility toward their work to support overall organizational performance.

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