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3 **SERVANT LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR TO ENHANCING OF**
4 **INDIVIDUAL PERFORMANCE.**
5

6 **Abstract:**
7

8 This study aims to examine the influence of Servant Leadership and Organizational Citizenship Behavior (OCB) on
9 employee performance, both partially and simultaneously. The research was conducted among employees in the
10 leather industry cluster in Garut, West Java Province, Indonesia. The total population consisted of 83 employees,
11 and the sample size was determined using the Slovin formula, resulting in 67 respondents. A simple random
12 sampling technique was employed in selecting the participants. Data was collected through structured
13 questionnaires, and the analysis was performed using multiple regression techniques. The findings indicate that both
14 Servant Leadership and Organizational Citizenship Behavior have significant effects on employee performance,
15 both individually and collectively.
16

17 **Key words:-**

18 Servant Leadership, Organizational Citizenship Behavior, Individual Performance
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22 **Introduction:-**

23 In the contemporary industrial era characterized by rapid digitalization, business activities have become
24 increasingly complex. Intensifying competition has heightened uncertainty, requiring organizations to manage
25 their resources more efficiently and effectively. Under these conditions, companies continuously strive to
26 enhance employee performance in order to achieve organizational objectives. Various strategies are
27 implemented to improve employee contributions and overall organizational outcomes.
28

29 A growing body of research suggests that employee performance can be enhanced through the application of
30 Servant Leadership and Organizational Citizenship Behavior (OCB). High levels of employee loyalty and
31 voluntary contributions are believed to have a direct and positive impact on performance. Strong performance
32 outcomes are often associated with a deep sense of responsibility among employees. The relevance of Servant
33 Leadership and OCB has become increasingly significant, as modern organizations require committed and
34 loyal employees to sustain growth and remain competitive.

35 Leadership is widely recognized as a critical factor in determining organizational success (Bangun,
36 2021). Managers adopt different leadership styles to achieve organizational goals. The leadership function
37 involves influencing subordinates to align with organizational vision and mission, ultimately serving the
38 interests of stakeholders. Effective leaders must be capable of influencing employees through positive
39 communication approaches, particularly by adopting a servant leadership style (Fery, 2013). Servant
40 Leadership is a relatively recent concept in organizational studies, emphasizing the prioritization of employee
41 well-being through respect, support, and development (Matin et al., 2010:387–398).
42

43 Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that go beyond formal
44 job responsibilities and contribute to organizational effectiveness (Garay, 2006:33–42). Organizations are
45 more likely to succeed when employees not only perform their core duties but also engage in extra-role
46 behaviors, such as helping colleagues, offering constructive suggestions, and exceeding performance
47 expectations. For organizations, fostering OCB is essential, as such behaviors support organizational
48 sustainability and growth (Odoch and Nangoli, 2013:49–54). This study aims to analyze the influence of
49 Servant Leadership and Organizational Citizenship Behavior (OCB) on the performance of leather artisans in
50 Garut, West Java Province, Indonesia.
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52 **Literature Review:-**

53 *Servant Leadership*

54 Robert K. Greenleaf (1977) was the first to introduce the concept of Servant Leadership, proposing that leaders
55 should perceive themselves primarily as servants. In this perspective, leaders prioritize the needs of their followers
56 above their own, fostering individual growth and development (Greenleaf, 1977).

57
58 Servant Leadership refers to a leadership approach that begins with a natural desire to serve, which then consciously
59 evolves into the aspiration to lead others (Larry C. Spears, 2010:26). The characteristics of servant leadership
60 behavior are rooted in individual values and beliefs. Personal values such as fairness and integrity function as key
61 drivers that shape servant-oriented leadership behavior (Fred Smith, 2005:7). Furthermore, Fons Trompenaars and
62 Charles Hampden-Turner (2010:3) define Servant Leadership as a management style in which leading and serving
63 are harmoniously integrated, with continuous interaction between the leader and the organizational environment. A
64 servant leader is therefore characterized by a strong commitment to both serving and leading, effectively combining
65 these roles in a mutually reinforcing manner.

66
67 From an organizational perspective, servant leadership generates various positive outcomes. It enhances employees'
68 trust in their leaders as well as overall organizational trust, which in turn strengthens employee commitment. Servant
69 Leadership emphasizes prioritizing organizational interests over personal gain, while also encouraging leaders to act
70 as role models for their followers in achieving organizational goals. Within this leadership style, leaders position
71 themselves as approachable partners or colleagues, thereby minimizing hierarchical barriers between management
72 and employees.

73
74 According to Kim Cameron and Gretchen Spreitzer (2012), Servant Leadership reflects a positive approach to
75 organizational behavior, as it motivates employees and enables them to realize their full potential. Similarly, Lora
76 (2015:71–94) suggests that servant leadership fosters a sense of responsibility among employees toward their work.
77 The effectiveness of leadership roles is also critical in encouraging extra-role behaviors, commonly referred to as
78 Organizational Citizenship Behavior (OCB). In line with this, Setiawan (2019) found that higher levels of Servant
79 Leadership are associated with increased OCB within organizations.

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81 ***Organizational Citizenship Behavior (OCB)***

82 The concept of Organizational Citizenship Behavior (OCB) was first introduced by Dennis W. Organ and Thomas
83 S. Bateman in 1983. According to Organ, OCB refers to discretionary employee behavior that goes beyond formal
84 role requirements and is not explicitly recognized by formal reward systems (Organ in Bolin et al., 2002:505).
85 Similarly, Stephen P. Robbins (2006:31) defines OCB as voluntary behavior that is not part of formal job
86 obligations but contributes to the effective functioning of the organization. Meanwhile, Jerald Greenberg (2008:413)
87 describes OCB as informal behavior that exceeds formal expectations and contributes to organizational well-being.
88 Furthermore, Carol Bienstock et al. (2003) emphasize that OCB enhances service effectiveness in meeting
89 organizational standards, while Hendri and Devie (2015) define it as individual contributions that exceed formal role
90 demands in the workplace.

91 According to Abdu (2014), OCB encompasses behaviors such as helping others, volunteering for additional tasks,
92 and complying with workplace rules and procedures. These behaviors represent added value from employees and
93 reflect prosocial actions—positive, constructive, and meaningful contributions to others. Role behavior itself is
94 defined as a set of recurring actions by individuals that are interrelated with the actions of others to achieve desired
95 outcomes (Daniel Katz & Robert L. Kahn, 1978). Extra-role behavior, therefore, refers to actions beyond formal job
96 requirements that positively contribute to organizational performance, including helping colleagues, improving work
97 processes, and enhancing customer service.

98
99 According to Dennis W. Organ et al. (2006), OCB is influenced by two primary factors: internal factors (such as job
100 satisfaction, organizational commitment, personality, employee morale, and motivation) and external factors
101 (including leadership style, trust in leadership, and organizational culture). Mustika Dewi (2015) further notes that
102 low levels of OCB may result from diminished trust in leadership, low job satisfaction, excessive workload, job
103 boredom, and personal issues. Employees who demonstrate strong OCB significantly contribute to organizational
104 success; however, in practice, not all employees exhibit OCB, and varying levels of OCB among employees can
105 present challenges for organizations.

106
107 The relationship between Servant Leadership and OCB is influenced by multiple factors, with effective human
108 resource management playing a crucial role in organizational success. One important approach is employee
109 empowerment. Catherine et al. (2012) conceptualizes employee empowerment as a mechanism to encourage

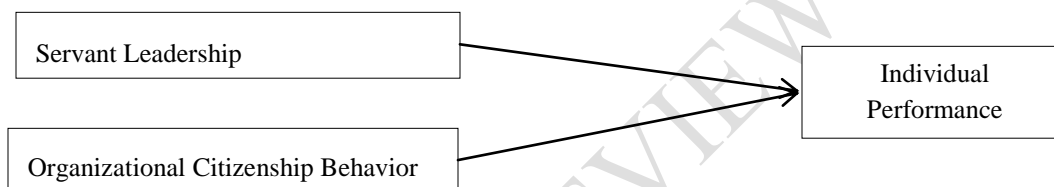
110 employees to engage in OCB while enhancing their motivation. Employee empowerment is also recognized as a key
111 driver of organizational performance (Elnaga& Imran, 2014:14), as it helps employees develop their capabilities and
112 creativity in completing tasks.

113
114 Gretchen Spreitzer (1995) defines empowerment as a process through which individuals gain the authority to
115 participate directly in controlling and influencing events that affect their work and lives. Similarly, Dought
116 (2004:14) describes employee empowerment as a collaborative effort involving employees across various positions
117 and age groups to achieve organizational goals. Empirical studies by Choi et al. (2016) and Curukovic (2019)
118 indicate that employee empowerment can mediate the relationship between transformational leadership and job
119 satisfaction. Moreover, Curukovic (2019) finds that empowerment also mediates the relationship between Servant
120 Leadership and job satisfaction. However, Newman et al. (2017) argue that employee empowerment does not
121 significantly mediate the relationship between Servant Leadership and OCB.

122 **Conceptual Framework**

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

126
127
128 Figure 1 Research Model



134 **Hypothesis**

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

136 **H1:**Servant Leadership positively influences Employee Performance.

137 **H2:**Organizational Citizenship Behavior (OCB) positively influences Employee Performance.

138 **H3:**Servant Leadership and Organizational Citizenship Behavior (OCB) jointly influence Employee Performance.

139 **Research Methods:-**

140 The type of research used in this study is descriptive and explanatory research. Descriptive research is employed to
141 obtain an overview of Servant Leadership, Organizational Citizenship Behavior, and employee performance at
142 leather companies in Garut. Explanatory research is used to examine the relationship among Servant Leadership,
143 Organizational Citizenship Behavior, and employee performance at leather companies in Garut.

144 **Populasi, Sample and Sampling Technique**

145
146 This study was conducted among leather artisans in Garut, with a total population of 69 individuals. A
147 saturated sampling technique was employed, in which all members of the population were included as respondents.
148 Therefore, the sample size in this study consists of 69 respondents. Data collection was carried out using structured
149 questionnaires distributed to all participants.

150
151 Reliability refers to the degree to which a measurement instrument is consistent and dependable. An instrument is
152 considered reliable if it produces relatively consistent results when used repeatedly to measure the same
153 phenomenon. In other words, reliability reflects the consistency of a measuring instrument in capturing the same
154 construct (Singarimbun& Effendi, 1989). In this study, reliability testing was conducted using Cronbach's Alpha
155 coefficient. As a general rule of thumb, a Cronbach's Alpha value greater than 0.60 is considered acceptable (Hair et
156 al., 1998; Sekaran, 2010).

157 **Data Analysis Method**

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159 To analyze the data, this study employs multiple regression analysis. Multiple regression is a linear
160 regression model that involves more than one independent variable. This method is used to predict the extent to
161

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

$$164 \quad Y = a + b_1X_1 + b_2X_2$$

165 Where:

166 Y = Performance

167 a = Intercept

168 b_1 = Regression coefficient *Servant Leadership*

169 b_2 = Regression coefficient *Organizational Citizenship Behavior*

170 X_1 = *Servant Leadership*

171 X_2 = *Organizational Citizenship Behavior*

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173 **Result And Discussuon**

174 **Validity and Reliability Testing**

175 **Uji Validitas Servant Leadership, Organizational Citizenship Behavior, dan Kinerja**

176 Validity testing in this study was conducted using the Pearson Product-Moment Correlation (PMP) analysis. Each
 177 variable consists of several questionnaire items, for which the calculated correlation coefficient (r calculated) was
 178 compared with the critical value (r table) at a significance level of $\alpha = 0.05$ and degrees of freedom ($df = n - 1$). An
 179 instrument is considered valid when the correlation coefficient satisfies the criterion (r calculated $\geq r$ table)
 180 (Suliyanto, 2006:149). The r calculated values were obtained using Microsoft Excel and IBM SPSS Statistics 26.

181

182 For the variables examined in this study, the results are as follows. The Servant Leadership variable, consisting of 24
 183 indicators, produced an r table value of 0.351, with r calculated values presented in Table 1. The statistical analysis
 184 indicates that all indicators are valid. The Organizational Citizenship Behavior (OCB) variable comprises 13
 185 indicators, yielding an r table value of 0.497, with corresponding r calculated values shown in Table 2. The results
 186 confirm that all questionnaire items are valid. Furthermore, the Employee Performance variable includes 15
 187 indicators, with an r table value of 0.457 and r calculated values reported in Table 3. Based on the statistical
 188 findings, all items are deemed valid.

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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

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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

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Table 3. Individual Performance

Item n=18	r _{table}	r _{calculated}	Decision
Kin1	0,457	.798	Valid
Kin2	0,457	.858	Valid
Kin3	0,457	.846	Valid
Kin4	0,457	.847	Valid
Kin5	0,457	.795	Valid
Kin6	0,457	.881	Valid
Kin7	0,457	.813	Valid
Kin8	0,457	.836	Valid
Kin9	0,457	.828	Valid
Kin10	0,457	.861	Valid
Kin11	0,457	.822	Valid
Kin12	0,457	.849	Valid
Kin13	0,457	.793	Valid
Kin14	0,457	.830	Valid
Kin15	0,457	.842	Valid

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Reliability

199 Reliability testing for each variable can be observed in the Cronbach's Alpha if Item Deleted table, where an
200 instrument is considered reliable if it has a value greater than 0.80 (Sekaran, 2006).

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202 Based on the statistical results, the Servant Leadership variable shows a Split-Half Coefficient of 0.822, indicating
203 that all questionnaire items are reliable. The Organizational Citizenship Behavior (OCB) variable demonstrates a
204 Split-Half Coefficient of 0.968, confirming that all indicators within this variable are highly reliable.

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206 Similarly, the Employee Performance variable yields a Split-Half Coefficient of 0.822, indicating that all items are
207 reliable. Overall, it can be concluded that all variables, comprising a total of 78 items, meet the reliability criteria, as
208 presented in Table 4.

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Table 4. Reliability

Variabel	Item Count	Split-Half Coefecient	Remarks
Servant Leadership	24	0,822	Reliabel
Organizational Citizenship Behavior	13	0,968	Reliabel
Kinerja	15	0,822	Reliabel

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Correlation Among Variables

The results of the data analysis reveal a significant relationship between Servant Leadership, Organizational Citizenship Behavior (OCB), and Employee Performance.

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.345	14.918		.090	.928
	Servant Leadership	.287	.117	.283	2.463	.016
	Organizational Citizenship Behavior	.567	.248	.264	2.291	.025

Dependent Variable: Performance. .a
.b

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

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

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The multiple linear regression equation indicates that when both Servant Leadership and Organizational Citizenship Behavior (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 Organizational Citizenship Behavior (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.

Tabel 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: Performance

b. Predictors: (Constant), Organizational Citizenship Behavior, 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), Organizational Citizenship Behavior, .a
Servant Leadership. .b

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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 Organizational Citizenship Behavior (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.

236 Servant Leadership tends to be particularly effective for followers with relatively lower psychological or behavioral
237 resources, such as lower levels of extraversion, collectivism, or proactivity. This is because Servant Leadership
238 emphasizes prioritizing followers' needs and interests. Verdorfer (2016) highlights the relationship between
239 individual awareness and mindful leadership practices within the servant leadership framework. Likewise, Donia et
240 al. (2016) examines various organizational conditions under which Servant Leadership is most effective,
241 emphasizing that followers' intrinsic motivation to serve and contribute meaningfully plays a key role in its success.
242 Servant Leadership operates within an environment characterized by mutual altruism between leaders and followers,
243 which can ultimately lead to higher levels of job satisfaction, particularly among individuals with prosocial
244 motivations.

245
246 Organizational Citizenship Behavior (OCB) is strongly influenced by leadership behavior. Individuals in higher
247 hierarchical positions, such as leaders, must translate their values into concrete actions to maintain trust and integrity
248 among subordinates (Neesen et al., 2020). Leadership influence on OCB can be manifested through support,
249 attitudes, and behavioral patterns demonstrated by leaders.

250
251 Leader support is one of the primary drivers of OCB. Supportive leadership is expected to enhance employees'
252 organizational commitment (Taskiran&Iyikun, 2019). Leaders can provide support in various forms, including
253 fostering creativity. Creative employees are more likely to seek innovative ways to achieve both individual and
254 group goals, thereby promoting OCB. Conversely, a lack of supervisory support may reduce employees' confidence
255 in their creativity, which can hinder the development of OCB (Deng & Guan, 2017). Leadership behaviors such as
256 motivating employees and encouraging innovative thinking can enhance employee innovation and foster cooperative
257 behaviors, which are predictors of OCB (Idris et al., 2021).

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

265 **Conclusion**

266 Based on the descriptive analysis, the findings indicate that the implementation of Servant Leadership is
267 reflected in the degree of autonomy granted to employees in performing their tasks, in accordance with their
268 capabilities, knowledge, and skills. Employees generally maintain close relationships with their leaders, who
269 adopt a service-oriented approach by leading through example. This leadership style is associated with
270 observable improvements in employee performance.

271
272 The results also reveal that certain dimensions of Organizational Citizenship Behavior (OCB) are not
273 consistently demonstrated by all employees. Within the dimension of conscientiousness, employees are willing
274 to arrive earlier and stay longer to complete their tasks, even without additional overtime compensation.
275 However, there are still instances where employees do not fully adhere to organizational rules, especially in the
276 absence of supervision, such as violating traffic regulations. This suggests that while conscientiousness is
277 present, it is not consistently practiced across all employees. Nevertheless, overall findings indicate that the
278 dimensions of OCB are generally well demonstrated, contributing positively to employee performance.

279 **Recommendations**

280
281 Based on the conclusions of this study, several recommendations are proposed. Leaders are advised to strengthen
282 collaboration with employees in order to improve organizational effectiveness. In addition, leaders are encouraged
283 to involve employees in understanding issues related to sales and production activities, particularly in response to
284 increasing competition. Employees are also expected to recognize the importance of performing their duties in
285 accordance with their abilities while continuously improving their competencies in their respective fields.
286 Furthermore, they are encouraged to enhance their sense of responsibility toward their work in order to support
287 overall organizational performance.

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