

## Factor Contributing To Organizational Citizenship Behavior

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### Abstract

*This study explores the interplay between organizational culture and servant leadership and their collective impact on organizational citizenship behavior (OCB). The purpose of this research is to ascertain and analyze how organizational culture and servant leadership affect organizational citizenship behavior at PT. Surya Furniture Indonesia. There is a quantitative study type that is conducted. Furthermore, using associative techniques to determine the ways in which Organizational Culture and Servant Leadership impact Organizational Citizenship Behavior. There were seventy-three subjects in this investigation, and nonprobability sampling with saturated sample techniques was used to identify the samples. In line with the respondent company, PT. Surya Furniture Indonesia. Instruments employ a Likert scale. To find out how much organizational culture and servant leadership influence organizational citizenship behavior, a multiple regression analysis was carried out with SPSS 26.0. Organizational Culture was found to have a substantial beneficial impact on Organizational Citizenship Behavior ( $p=0.032$ ,  $t=2,190$ ). Servant leadership significantly improves organizational citizenship behavior ( $p\text{-value} = 0.000$ ,  $t\text{-count} = 27688$ ). Organizational culture and servant leadership both demonstrated a strong positive impact on organizational citizenship behavior, with a  $p\text{-value}$  of 0.000 and an  $f\text{-count}$  of 378,058. The findings suggest that a positive organizational culture significantly enhances the effectiveness of servant leadership practices, which in turn, fosters higher levels of OCB among employees.*

**Keywords:** *Organizational Culture; Servant Leadership; Organizational Citizenship Behavior*

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## INTRODUCTION

Organizational culture aims to improve job productivity and get ready for future challenges by changing the attitudes and behaviors of present human resources (HR). Improving the spirit of cooperation among coworkers, being more unified, being receptive to one another, fostering a stronger sense of family and kinship, improving communication, boosting productivity at work, adapting to external developments, and more are all advantages of establishing a positive organizational culture. Most of these benefits are associated with Organizational Citizenship Behavior. (Omar, 2013). The objective of this study is to identify and examine the ways in which organizational culture and servant leadership impact organizational citizenship behavior.

When an organization has a supportive and ethical culture combined with servant leadership, it creates an environment where OCB can thrive. The organizational culture sets the stage for expected behaviors, while servant leadership provides the necessary support and motivation for employees to engage in behaviors that exceed formal job expectations. Together, these elements contribute to a positive organizational climate where employees are more likely to engage in behaviors that benefit the organization as a whole.

## RESEARCH METHODS

Using this sort of associative research, researchers may determine the influence of the independent variable (which affects), Organizational Culture (X1), Servant Leadership (X2), and the dependent variable (which is influenced), Organizational Citizenship Behavior (Y). This study's population consists of all permanent employees of PT Surya Furniture Indonesia Company, which totals 73 employees. This study's research samples were obtained by saturated sampling.

To enhance the validity and reliability of the findings, triangulation will be conducted by comparing and contrasting the quantitative and qualitative data. This process will ensure a comprehensive understanding of how organizational culture and servant leadership influence OCB. This research method will provide a comprehensive understanding of the impact of organizational culture and servant leadership on organizational citizenship behavior among the employees of PT Surya Furniture Indonesia Company.

### Analysis Methods

Multiple Linear Regression Analysis, Validity Test, Reliability Test, Classical Assumption Test, Partial Hypothesis Testing with t Test, and Simultaneous with f Test were the analysis techniques employed.

### Variable Operationalization

#### Organizational Culture

People who are adept in accurately sensing, comprehending, and honoring the emotions of others are more adaptable to changes in their social environment and are able to build strong social networks, claim Salovey and Mayer (1990). People's attitudes toward the organizational culture that prevails in their workplace will differ depending on their knowledge of it. Organizational culture is the personality of the firm, and from there, personnel perform their duties in accordance with the culture embraced by the company. A positive organizational culture fosters a sense of firm support among employees. Employees who feel the employer gives assistance commensurate with what they do will influence organizational citizenship behavior (OCB).

#### Servant Leadership

Servant leadership has a favorable influence on employee productivity, allowing employees to take productive activities that benefit the company's interests. Thus, servant leadership can help improve employee OCB behavior.

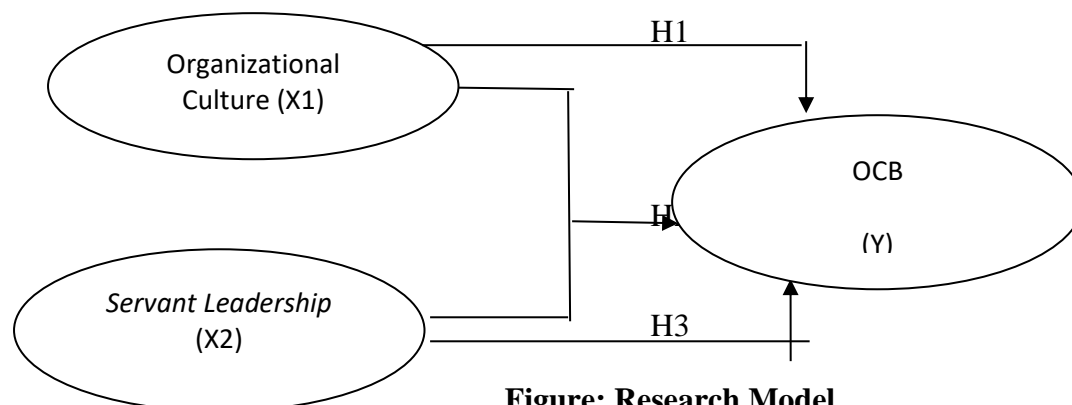


Figure: Research Model

## RESULT AND DISCUSSION

**Table 1: Results of Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>						
	Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.655	1.739		.951	.345
	Total_Budaya_Organisasi	.205	.093	.245	2.219	.030
	Total_Servant_Leadership	.662	.102	.719	6.511	.000
a. Dependent Variable: Total_Organizational_Citizenship_Behavior						

*Source : IBM SPSS 26.0 Output Results*

Based on the conclusions of the table above, a multiple linear equation can be organized as follows:

$$Y = 1.655 + 0.205 X_1 + 0.662 X_2$$

### Organizational Culture

Table 1 above shows that organizational culture characteristics influence organizational citizenship behavior. The p-value (Sig) < 0.05 (0.030 < 0.05) and > value (2.219 > 1.993) indicate rejection, but  $H_t$  hitung  $t_{tabel}$   $H_{0a}$  is approved. It can be concluded, thus, that factors related to corporate culture have a favorable and noteworthy influence on organizational citizenship behavior.

Organizational culture plays a pivotal role in shaping employees' attitudes and behaviors. The study revealed that a positive organizational culture, characterized by shared values, norms, and practices, significantly enhances OCB. Employees who perceive their organizational culture as supportive and aligned with their personal values are more likely to exhibit discretionary behaviors that go beyond their formal job responsibilities.

**Trust and Collaboration:** A culture that fosters trust and collaboration encourages employees to help their colleagues, share knowledge, and work towards common goals.

**Empowerment and Autonomy:** When employees feel empowered and autonomous, they are more inclined to take initiative and contribute to the organization beyond their prescribed roles.

**Recognition and Reward:** A culture that recognizes and rewards OCB motivates employees to continue engaging in such behaviors.

### Servant Leadership

Organizational citizenship behavior is not significantly impacted by the servant leadership component.  $H_t$  hitung  $t_{tabel}$   $H_{0a}$  is rejected, however the p-value (Sig) < 0.05 (0.000 < 0.05) and > value (6.511 > 1.993) show acceptance. It may be concluded, then, that organizational citizenship behavior is positively and significantly impacted by the servant leadership characteristic.

Servant leadership, with its focus on serving others, promoting teamwork, and prioritizing employee well-being, has a profound impact on OCB. Leaders who embody servant

leadership principles create an environment where employees feel valued, supported, and motivated to contribute positively to the organization.

**Empathy and Support:** Servant leaders who demonstrate empathy and provide support foster a sense of loyalty and commitment among employees, leading to higher levels of OCB.

**Role Modeling:** Leaders who lead by example and engage in OCB themselves inspire their employees to follow suit.

**Employee Development:** Servant leaders who invest in their employees' personal and professional development cultivate a culture of continuous improvement and voluntary contribution.

### **Combined Effect of Organizational Culture and Servant Leadership on OCB**

The study indicates that the combined effect of a positive organizational culture and servant leadership significantly enhances OCB. When these two elements align, they create a synergistic environment that amplifies the impact on OCB.

**Alignment of Values:** When organizational culture and leadership values align, employees experience a consistent and supportive environment, which reinforces their OCB.

**Mutual Reinforcement:** A positive culture and servant leadership mutually reinforce each other, creating a virtuous cycle that promotes OCB.

**Employee Satisfaction and Engagement:** The combined effect leads to higher employee satisfaction and engagement, which are critical drivers of OCB.

**Test F in Table 2**

ANOVA <sup>a</sup>						
	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1065.808	2	532.904	353.378	.000b
	Residuals	105.562	70	1.508		
	Total	1171.370	72			
a. Dependent Variable: Total_Organizational_Citizenship_Behavior						
b. Predictors: (Constant), Total_Servant_Leadership, Total_Budaya_Organisasi						

**Source: SPSS 26 for windows output result**

Table 2 above's findings demonstrate how leadership and business culture affect organizational citizenship behavior. The  $F_{hitung}$  value of 353.378 > and the p-value (Sig) < 0.05 of 0.000 both corroborate this. 3.13 denotes rejection, while  $F_{tabel}$   $H_{0Ha}$  denotes acceptance, suggesting that organizational culture and servant leadership, either in tandem or separately, have a favorable and noteworthy impact on organizational citizenship behavior.

## **CONCLUSION**

1. As a result of organizational culture traits, PT Surya Furniture Indonesia personnel demonstrate noteworthy and positive organizational citizenship conduct. This implies that Organizational Citizenship Behavior (OCB) is positively correlated with how important a company's culture is to its workforce.
2. PT Surya Furniture Indonesia employees exhibit good and significant corporate citizenship behavior when exposed to certain variables. This suggests that the better the leader's service to employees, the more Organizational Citizenship Behavior (OCB) can be enhanced.

3. company citizenship behavior is positively impacted by servant leadership and company culture. This shows that by enhancing the organizational culture and leadership development programs offered to staff members, PT. Surya Furniture Indonesia's organizational citizenship behavior may be enhanced.

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