The influence of servant leadership, organizational culture, and compensation on Organizational Citizenship Behavior (OCB) at PT. Infokom Putra Kencana

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[1*]Dwi Artika, [2]Kasmari Kasmari

[1,2] Department of Management, Faculty of Economics and Business, University of Stikubank Semarang - Indonesia

e-mail:
[1]*dwiartika3047@mhs.unisbank.ac.id *(corresponding author)*
[2]fkasmari@edu.unisbank.ac.id

ABSTRACT

This study examines the effects of servant leadership, organizational culture, and compensation on organizational citizenship behavior (OCB) among employees of PT Infokom Putra Kencana in Semarang, Indonesia. A quantitative research approach was employed, involving 100 respondents selected through purposive sampling. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4. The findings indicate that servant leadership and compensation do not have statistically significant effects on OCB, whereas organizational culture has a positive and significant effect. The simultaneous analysis further indicates that the three independent variables collectively have a positive effect on OCB, although organizational culture is the only variable demonstrating a significant partial effect. These findings highlight the relevance of organizational culture in fostering OCB and provide practical insights for organizations seeking to encourage employees' voluntary, work-related contributions through a supportive organizational environment.

Keywords: *Servant Leadership; Organizational Culture; Compensation; Organizational Citizenship Behaviour*

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INTRODUCTION

In the era of increasingly intense global competition, organizations are required to adapt and continuously enhance their performance to survive and grow. One of the critical behavioral factors that contribute to organizational effectiveness is Organizational Citizenship Behavior (OCB). OCB refers to voluntary employee behaviors that go beyond formal job requirements and directly support organizational functioning, such as helping colleagues, maintaining a positive work environment, and demonstrating loyalty to the organization (Organ, 1988; Podsakoff et al., 2000). A high level of OCB has been shown to improve productivity, efficiency, and workplace harmony, which in turn strengthens organizational performance (Wirawan, 2017).

However, OCB does not emerge automatically. Various internal organizational factors are believed to influence its development, particularly leadership style, organizational culture, and compensation systems (Robbins & Judge, 2019). Servant leadership, as introduced by Greenleaf (1970), positions leaders primarily as servants who empower, support, and nurture employees. Leaders adopting this style emphasize ethical values, empathy, and the personal growth of employees, which enhances motivation and loyalty and thereby fosters OCB (Liden et al., 2000).

Beyond leadership, organizational culture also plays a strategic role in shaping employee behavior (Organ, 1988). A strong and positive culture, reflected in shared values such as teamwork, integrity, and innovation, motivates employees to provide their best contributions both in their formal roles and through voluntary actions (Badaruddin, 2022). Previous studies highlight that organizational culture significantly encourages employees to engage in OCB (Robbins & Judge, 2017; Edison, 2016).

Compensation is another essential factor influencing OCB (Pohan et al., 2021). Compensation, both financial and non-financial, is a key reason individuals join organizations (Dessler, 2013). Employees exchange their effort and loyalty for fair and transparent rewards. Properly designed compensation systems increase job satisfaction and motivate employees to engage in OCB (Hastuti & Kasmari, 2022). Nevertheless, some studies report inconsistent findings, suggesting that compensation does not always directly influence OCB, especially when employees perceive insufficient recognition beyond material rewards (Saputra & Haryanto, 2021).

PT. Infokom Putra Kencana, a leading IT distributor in Semarang established over two decades ago, faces challenges in maintaining stable sales performance despite its strong market presence. Quarterly sales fluctuations suggest the possible influence of internal factors, including employees' OCB. Preliminary observations indicate that a relatively low level of OCB may hinder optimal performance outcomes.

Based on this context, the present study aims to analyze the partial and simultaneous effects of servant leadership, organizational culture, and compensation on OCB among employees of PT. Infokom Putra Kencana. The findings are expected to provide both theoretical contributions to the development of OCB literature and practical insights for human resource strategies to enhance organizational effectiveness.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary actions by employees that are not formally required but significantly contribute to the effectiveness of the organization (Organ, 1988; Podsakoff et al., 2000). OCB generally includes five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These behaviors encourage cooperation, reduce conflict, and foster a supportive work

climate, which enhances organizational performance and adaptability (Podsakoff et al., 2000; Wirawan, 2017).

Servant Leadership

Servant leadership emphasizes the leader's role in serving subordinates rather than exercising authority. According to Greenleaf (1970), servant leaders focus on employee growth, empowerment, and well-being. Such leaders demonstrate empathy, ethical behavior, and community building, which in turn stimulate loyalty and trust among employees. Servant leadership consists of seven dimensions, namely emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically (Liden et al., 2008). Empirical studies have confirmed the positive association with OCB. When employees feel appreciated and supported by their organization, they are more likely to engage in voluntary activities that extend beyond their formal job responsibilities (Liden et al., 2008; Wafa et al., 2024).

Organizational Culture

Organizational culture refers to shared values, norms, and practices that shape behavior within a company (Robbins & Judge, 2017). According to Edison (2016), organizational culture consists of five dimensions: self-awareness (employees' understanding of their roles, responsibilities, and the organization's values), aggressiveness (the degree to which employees strive to achieve goals assertively), personality (the collective traits and attitudes that define the organization's identity), performance (focus on achieving high-quality results and productivity), and team orientation (emphasis on collaboration and mutual support among members). A strong and positive culture encourages teamwork, innovation, and integrity, which enhance employees' willingness to contribute beyond formal duties (Robbins & Judge, 2017; Lestari & Sujono, 2022; Badaruddin, 2022).

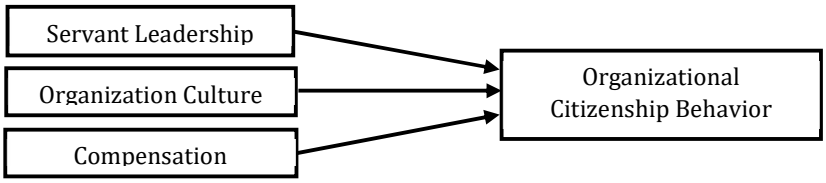
Compensation

Compensation is the total reward employees receive for their contributions, covering both financial and non-financial aspects (Dessler, 2013). According to Dessler, compensation consists of three dimensions: direct compensation (base salary, wages, incentives), indirect compensation (benefits, insurance, paid leave), and non-financial compensation (recognition, career development opportunities, positive work environment). A fair and transparent compensation system enhances employee satisfaction and motivation, which in turn fosters OCB (Amelia & Utami, 2024; Saputra & Haryanto, 2021).

Based on the literature, Organizational Citizenship Behavior (OCB) plays a crucial role in enhancing organizational performance through employees' voluntary actions beyond formal job requirements (Organ, 1988; Podsakoff et al., 2000). Servant leadership is expected to foster OCB by creating a supportive and trust-based work environment (Liden et al., 2008; Van Dierendonck, 2011). Likewise, a strong organizational culture is believed to encourage employees to align with shared values and collaborate for collective success. Furthermore, fair and transparent compensation systems can enhance job satisfaction and motivation, leading to increased discretionary contributions. These theoretical foundations support the development of the research framework and hypotheses, which examine the influence of servant leadership, organizational culture, and compensation on OCB among employees of PT. Infokom Putra Kencana.

Research Framework

Based on the theoretical review and previous empirical findings, this study develops a research framework that positions servant leadership, organizational culture, and compensation as independent variables, with OCB as the dependent variable. The framework illustrates the hypothesized positive relationships among these constructs, which will be empirically tested in the context of PT. Infokom Putra Kencana. The research framework is illustrated in Figure 1.



Source: Constructed by authors for this study, 2025

Figure 1
Research Framework

Hypothesis

The following hypoteshes were purposed in this study :

H1: Servant leadership has a positive and significant effect on organizational citizenship behavior among employees of PT. Infokom Putra Kencana.

H2: Organizational culture has a positive and significant effect on organizational citizenship behavior among employees of PT. Infokom Putra Kencana.

H3: Compensation has a positive and significant effect on organizational citizenship behavior among employees of PT. Infokom Putra Kencana.

METHOD

This research adopted a quantitative design to investigate the relationships of servant leadership, organizational culture, and compensation with organizational citizenship behavior (OCB) among employees of PT Infokom Putra Kencana. Statistical hypothesis testing was conducted using a quantitative approach, following the methodology described by Sugiyono (2016).

Respondents were recruited through purposive sampling, a technique that involves selecting participants according to specific criteria aligned with the research objectives. The study involved employees of PT Infokom Putra Kencana, located at Jl. Singosari Timur No. 5A, Wonodri, South Semarang District, Semarang City, Central Java, Indonesia. A total of 150 questionnaires were distributed via Google Forms, and 100 responses met the study's eligibility criteria and were included in the analysis. The screening process considered the completeness of responses and their compliance with the predetermined respondent criteria. This procedure helped ensure that the collected data were appropriate for examining the research hypotheses (Husein, 2013; Sugiyono, 2016).

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 4 software. This analytical technique was chosen because it is suitable for testing relationships among latent constructs with relatively small sample sizes and complex models (Hair et al., 2021).

The data analysis consisted of two main phases. First, the measurement model (outer model) was examined to determine the validity and reliability of the constructs. This assessment covered convergent validity, discriminant validity, and internal consistency, with reliability evaluated through Cronbach's Alpha and Composite Reliability. The second phase focused on the structural model (inner model), which was analyzed to assess the relationships between the study variables and the strength of their effects using path coefficients, R^2, and f^2 (Chin, 1998 ; Hair et al., 2021).

This method enables simultaneous and comprehensive testing of both direct and indirect relationships among latent variables, ensuring findings that are valid, reliable, and theoretically as well as practically relevant.

RESULTS AND DISCUSSION

Data Analysis

This study involved 100 respondents who were employees of PT. Infokom Putra Kencana. The majority of respondents were female (72%), aged between 20–29 years (61%), and held a bachelor's degree (62%). Most had a tenure of 1–3 years (43%) and were employed in staff-level positions (72%). These characteristics indicate that the respondents predominantly represent a young workforce that is active and engaged in a digital work environment, making them well-suited to assess the influence of leadership, organizational culture, and compensation on organizational citizenship behavior (OCB).

Structural Model Evaluation (Outer Model)

Convergen Validity Test

Convergent validity evaluates whether the indicators used to measure a particular construct adequately reflect the same underlying concept. Its assessment commonly involves examining factor loadings and the Average Variance Extracted (AVE) values (Chin, 1998 ; Hair et al., 2021).

The results of the convergent validity assessment are summarized in Table 1, which presents the outer loading values for each construct and their respective indicators.

Table 1
Summary of Outer Loadings

No	Construct	Number of Indicator	Range of Outher Loadings	Remarks
1.	Servant Leadership (X_1)	21	0,577–0,843	Valid
2.	Organizational Culture (X_2)	15	0,687–0,860	Valid
3.	Compensation (X_3)	9	0,726–0,804	Valid
4.	Organizational Citizenship Behaviour (Y)	15	0,617–0,860	Valid

Source: Data Analyzed, 2025

Based on the analysis results, all indicators of the variables Servant Leadership, Organizational Culture, Compensation, and Organizational Citizenship Behavior (OCB) have outer loading values above 0.70. Therefore, it can be concluded that all indicators in this study meet the criteria for convergent validity and are appropriate for use in the structural model testing.

The Average Variance Extracted (AVE) was used to evaluate convergent validity by examining the proportion of variance in the indicators explained by each construct. An AVE value of 0.50 or higher indicates that a construct explains at least half of the variance

in its indicators, thereby meeting the recommended criterion for convergent validity. The AVE values obtained for each construct are presented in Table 2.

Table 2
Average Variance Extracted (AVE)

No	Construct	AVE	Remarks
1.	Servant Leadership (X_1)	0.549	Valid
2.	Organizational Culture (X_2)	0.615	Valid
3.	Compensation (X_3)	0.581	Valid
4.	Organizational Citizenship Behaviour (Y)	0.569	Valid

Source: Data Analyzed, 2025

Average Variance Extracted (AVE) measures the extent to which the indicators represent their respective constructs. An AVE value of ≥ 0.50 is considered acceptable to establish convergent validity (Hair et al., 2021). In this study, all constructs achieved AVE values above the threshold, indicating that they are valid in terms of convergent validity.

Construct Reliability Test

Reliability testing in this study was conducted based on the values of Cronbach's Alpha and Composite Reliability (Hair et al., 2022). A value of 0.70 or higher for both measures is generally considered acceptable, indicating that the constructs demonstrate adequate reliability. Values of 0.60–0.70 may be acceptable in exploratory research, while values of 0.95 or higher may indicate indicator redundancy (Hair & Alamer, 2022).

Table 3
Construct Reliability Values
(Cronbach's Alpa and Composite Reliability)

No	Construct	Cronbach's Alpha	Composite Reliability	Remarks
1.	Servant Leadership (X_1)	0.958	0.962	Reliable
2.	Organizational Culture (X_2)	0.955	0.960	Reliable
3.	Compensation (X_3)	0.910	0.926	Reliable
4.	Organizational Citizenship Behaviour (Y)	0.945	0.952	Reliable

Source: Data Analyzed, 2025

Based on the result in Table 3, all constructs in this study have Cronbach's Alpha values above 0.70, indicating that each indicator prossesses excellent internal consistency. According to Duryadi (2021), a Cronbach's Alpha value of ≥ 0.70 demonstrates that the instrument is reliable for measuring the intended construct.

Discriminant Validity Test

Discriminant validity is evaluated to determine whether each construct measures a concept that is empirically distinguishable from the other constructs in the research model (Hair et al., 2021). Discriminant validity is assessed using the Heterotrait-Monotrait Ratio (HTMT), with values below 0.85 indicating adequate discriminant validity for conceptually distinct constructs, while values below 0.90 may be acceptable for conceptually similar constructs.

Based on these criteria, the discriminant validity assessment results are presented in Table 4 to demonstrate whether the constructs meet the established HTMT thresholds.

Table 4
Discriminant Validity Test (Fornell-Larcker Criterion)

No	Construct	X_1	X_2	X_3	Y
1.	Servant Leadership (X_1)	0.741			
2.	Organizational Culture (X_2)	0.558	0.785		
3.	Compensation (X_3)	0.715	0.710	0.762	
4.	Organizational Citizenship Behaviour (Y)	0.521	0.901	0.690	0.754

Source: Data Analyzed, 2025

Based on the Fornell-Larcker results, the √AVE values for each construct are generally greater than their correlations with other constructs, indicating that most constructs demonstrate good discriminant validity. However, an exception is observed for construct Y, as its correlation with X2 (0.901) exceeds the √AVE value of Y (0.754). This suggests that constructs Y and X2 share a relatively high degree of conceptual similarity, indicating that the discriminant validity of construct Y is not fully achieved.

However, an exception was found in construct Y, where its correlation with X2 (0.901) exceeds the √AVE value of Y (0.754). This suggests that constructs Y and X2 share a relatively high degree of conceptual similarity, indicating that the discriminant validity of construct Y is not fully satisfied.

Structural Model Evaluation (Inner Model)

R-Square (R^2) Test

R-Square, also known as the coefficient of determination, indicates the degree of contribution or simultaneous influence of all independent variables on the dependent variable (Hair et al., 2021). The R-Square values obtained in this study are presented in Table 5 to demonstrate the explanatory power of the research model.

Table 5
R-Square Test

	R-square	R-square Adjusted
Organizational Citizenship Behaviour (Y)	0.817	0,812

Source: Data Analyzed, 2025

Based on the R-Square (R^2) analysis for the dependent variable Organizational Citizenship Behavior (OCB), the obtained value is 0.817. This indicates that 81.7% of the variation in OCB is explained by Servant Leadership, Organizational Culture, and Compensation, while the remaining 18.3% is influenced by other variables outside this research model. Referring to Chin's (1998) criteria, this value falls into the strong category, suggesting that the model has a high explanatory power for employees' OCB.

f-Square (f^2) Test

The f-Square is used to assess the relative impact of each independent variable on the dependent variable (Hair et al., 2021). The f^2 values for each endogenous construct are presented in Table 6.

Table 6
f-Square Test

	f-Square
X1 -> Y	0.002
X2 -> Y	1.861
X3 -> Y	0.027

Source: Data Analyzed, 2025

The results indicate that Organizational Culture (X2) has an f^2 value of 1.861, showing a very large effect on OCB. Compensation (X3) has an f^2 value of 0.027, which reflects a small effect on OCB. Servant Leadership (X1) records the lowest f^2 value at 0.002, indicating a negligible contribution to OCB compared to other variables.

Path Coefficient Significance Test

The significance of the structural relationships is evaluated using path coefficients, t-statistics, and p-values. Path coefficients reveal whether the relationships between latent variables are positive or negative and indicate the strength of their direct effects within the model. (Chin, 1998 ; Hair et al., 2021).

To determine the significance of the hypothesized relationships, the path coefficient results, t-statistics, and p-values are presented in Table 7.

Table 7
Hypothesis Testing Results
(Path Coefficient, t-Statistics, and p-Values)

	Hypothesis	Path Coefficient	t-Statistik	p-Value	Remarks
H1	Servant Leadership (X_1) → OCB (Y)	-0.029	0.411	0.681	Rejected
H2	Organizational Culture (X_2) → OCB (Y)	0.833	14.670	0.000	Accepted
H3	Compensation (X_3) → OCB (Y)	0.119	1,453	0.146	Rejected

Source: Data Analyzed, 2025

Interpretation:

Hypothesis 1 (X1 → Y):

The effect of Servant Leadership on OCB is not significant, with a path coefficient of -0.029, t-statistic of 0.411, and p-value of 0.681 ($p > 0.05$). Thus, the first hypothesis is rejected, indicating that Servant Leadership does not significantly influence OCB in this study.

Hypothesis 2 (X2 → Y):

The effect of Organizational Culture on OCB is positive and significant, with a path coefficient of 0.833, t-statistic of 14.670, and p-value of 0.000 ($p < 0.05$). Therefore, the second hypothesis is accepted, indicating that Organizational Culture strongly and significantly enhances OCB.

Hypothesis 3 (X3 → Y):
The effect of Compensation on OCB has a path coefficient of 0.119, t-statistic of 1.453, and p-value of 0.146. Since the t-statistic is below the critical value of 1.96 and the p-value exceeds 0.05, the third hypothesis is rejected, suggesting that Compensation does not significantly influence OCB in this study.

The evaluation began with discriminant validity testing to ensure that each construct in the model represented a distinct concept. The Fornell–Larcker assessment indicated that most constructs had √AVE values exceeding their correlations with other constructs, confirming adequate discriminant validity. An exception was found for the relationship between Organizational Citizenship Behavior (OCB) and Organizational Culture, where the correlation slightly surpassed the √AVE value, suggesting a close conceptual link. Cross-loading results further supported these findings, with most indicators loading higher on their intended constructs than on others, although several OCB items displayed values comparable to those of Organizational Culture.

The inner model was then assessed using R^2, f^2, and path coefficient significance. The R^2 value for OCB was 0.817, indicating that Servant Leadership, Organizational Culture, and Compensation collectively explained 81.7% of the variance in OCB, classified as a strong explanatory power (Chin, 1998). Effect size analysis (f^2) revealed that Organizational Culture had a very large impact (1.861), while Compensation (0.027) and Servant Leadership (0.002) showed minimal effects. Path coefficient testing confirmed that only Organizational Culture had a positive and significant influence on OCB ($\beta = 0.833$; $t = 14.670$; $p < 0.05$), whereas the effects of Servant Leadership and Compensation were statistically insignificant.

These results underscore the central role of Organizational Culture in fostering discretionary behaviors among employees at PT. Infokom Putra Kencana, while leadership style and compensation structures appear less influential in this context.

The Influence of Organizational Culture on OCB

The findings reveal that organizational culture has a positive and significant effect on OCB. A work environment characterized by cooperation, trust, openness, and shared commitment fosters employees' willingness to assist colleagues and maintain workplace harmony. This supports Organ's (1988) theory that shared values and norms shape discretionary behaviors.

The result is consistent with the findings of Badaruddin (2022), which state that organizational culture and compensation positively and significantly affect OCB. Theoretically, this confirms the cultural perspective that norms and values are key antecedents of OCB. Practically, organizations should strengthen cultural values through consistent communication, leadership role modeling, and collaborative initiatives to enhance employee engagement in extra-role behaviors.

The Influence of Servant Leadership on OCB

It was found that servant leadership does not meaningfully impact OCB.. While servant leadership emphasizes empathy, listening, and prioritizing subordinates' needs, these traits alone may not be sufficient to encourage voluntary behaviors beyond formal duties. According to Organ's (1988) framework and social exchange theory, intrinsic motivation and perceived fairness are more direct drivers of OCB.

This result aligns with Saputra and Haryanto (2021), whose study in a manufacturing company also found no significant influence of servant leadership on OCB.

Theoretically, this highlights the importance of mediating or moderating variables in the relationship between leadership style and OCB. Practically, organizations should combine servant leadership with strategies that build trust, recognition, and a supportive work climate.

The Influence of Compensation on OCB

The study demonstrates that compensation does not have a significant effect on OCB. While fair and adequate rewards may improve job satisfaction, they do not necessarily lead employees to perform extra-role behaviors. This finding is consistent with (Pohan, 2021 ; Pio & Tatimu, 2021), who both reported that compensation, when considered partially, does not significantly influence OCB.

From the perspective of expectancy theory, when extra-role behaviors are not formally linked to rewards, employees may not view them as part of their compensation outcomes. Theoretically, this emphasizes the limited role of extrinsic rewards in fostering OCB. Practically, organizations should complement fair compensation with non-financial recognition and a strong organizational culture to encourage discretionary behaviors.

CONCLUSION AND SUGGESTION

This study examined the influence of servant leadership, organizational culture, and compensation on Organizational Citizenship Behavior (OCB) among employees of PT. Infokom Putra Kencana. The results indicate that organizational culture has a positive and significant effect on OCB, suggesting that a strong and positive work environment can enhance employees' willingness to engage in voluntary behaviors beyond formal duties. In contrast, servant leadership and compensation were found to have no significant effect on OCB, implying that leadership style and reward systems, in their current form, do not sufficiently encourage such behaviors. These findings emphasize the critical role of organizational culture in fostering extra-role behaviors, while also highlighting the need for management to re-evaluate leadership practices and compensation policies.

Based on these results, it is recommended that PT. Infokom Putra Kencana focus on strengthening organizational culture through effective communication, team-building initiatives, and the reinforcement of shared values to encourage OCB. Servant leadership should be developed further to build trust and harmonious relationships, and the compensation system should be reviewed to ensure fairness, transparency, and alignment with employees' needs. Employees are encouraged to actively participate in maintaining a positive work culture, while future research is advised to incorporate additional factors, including job satisfaction, organizational commitment, and work motivation, to broaden the understanding of the determinants of OCB.

Job satisfaction may offer valuable insights into employees' willingness to engage in voluntary activities that extend beyond their formal duties. Similarly, organizational commitment could help clarify how employees' sense of attachment to their organization relates to their contributions beyond prescribed job responsibilities. Work motivation also warrants further investigation, particularly in understanding employees' initiative, willingness to support colleagues, and involvement in organizational activities. By exploring these factors through more comprehensive analytical approaches, future studies may provide a deeper understanding of the processes that shape OCB and identify effective ways for organizations to foster such behaviors.

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