

The Role of Organizational Citizenship Behavior (OCB) Based on Work Motivation and Servant Leadership on Employee Performance at Bank Perkreditan Rakyat (BPR) in Sukawati District



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ABSTRACT: Performance is one of the factors that influences the success of a company. Factors that influence performance achievement are ability factors and motivation factors. This research was conducted based on field phenomena which indicate inadequate employee performance, thought to be caused by weak work motivation, servant leadership and OCB. The research aims to analyze the influence of work motivation, servant leadership on OCB and employee performance. Associative causal research method with a sample of 120 BPR employees in Sukawati District. Data collection was carried out using a questionnaire. The data analysis technique used is SPSS and SmartPLS. The research results show that work motivation has a positive and significant effect on employee performance, servant leadership has a positive and significant effect on employee performance, work motivation has a positive and significant effect on OCB, servant leadership has a positive and significant effect on OCB, OCB has a positive and significant effect on employee performance, OCB can mediate the influence of work motivation on employee performance. OCB can mediate the influence of work motivation on employee performance. The conclusion of this research is that hypotheses 1 to 7 are accepted. In this research, the factors that have the greatest impact on improving employee performance at BPR in Sukawati District are also known, so that management can optimize these factors to improve employee performance.

KEYWORDS: Work Motivation, Servant Leadership, Organizational *Citizenship Behavior* (OCB), Employee Performance

I. INTRODUCTION

In this global era, organizations are faced with increasingly strong dynamics and challenges, requiring efforts to produce optimal performance so that organizational goals are achieved. Achieving goals is a path to success for an organization in maintaining its existence. In order to achieve these goals, every organization strives to operate all the resources it has, including financial, physical, human resources (HR), organizational, technological capabilities and systems (Hasibuan, 2007). Due to the limited resources they have, organizations are required to be able to empower and optimize their use, so that the survival of the organization is maintained.

In meeting society's demands for good and optimal public services, it requires improvements in governance within these public organizations. Existing information shows that the high level of complaints from service users shows that the government as a public organization is still not fully capable of creating a service system that is acceptable in the eyes of the people. This has more or less had the impact of decreasing public trust in public organizations (Alfarisi, 2009). Therefore, it is necessary to carry out reforms that lead to improvement, renewal, development of patterns and styles of government administration that are better, democratic, open, efficient, effective and accountable.

Bakhtiar (2021) states that quality human resources are the most valuable asset in maintaining the survival of a company. Therefore, human resources are needed who are willing to take part in more than their in-role work, in other words these human resources display extra-role behavior or what is called organizational citizenship behavior. Especially in the banking sector, which is an institution that basically has the aim of providing maximum service to the community. This encourages resources in the banking sector, especially sharia banking, to be willing to participate in displaying extra roles in their job descriptions, commonly

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known as organizational citizenship behavior. If employees have good organizational citizenship behavior (OCB), it will lead to good employee performance and ultimately the company's goals will be achieved.

Some BPRs have not reached their achievement targets because their employees' performance is still less than optimal. Suboptimal employee performance causes banks to be unable to achieve average achievements. This impact is felt by companies because of reduced income, as well as by employees who work in the company. Things related to a decrease in performance can be caused by the employee himself or because the target is too big, for example employee negligence in handling customers, when the customer has applied for credit but the employee is stalling or the process is slow, so the customer decides to cancel or move to other credit. This was confirmed by the results of interviews with a total of 10 employees who were selected randomly and stated that the target had not been achieved due to the lack of optimal motivation from the company to its employees, so that employees felt less enthusiastic about doing their work.

Problems that arise in companies, namely the emergence of boredom due to the monotonous work routine carried out every day, can also be a cause of lack of motivation in employees. This can result in decreased employee concentration at work. Companies need reform in providing motivation for employees. The more motivation you get, the employee performance will also increase. This is in line with research conducted by Jintar (2023) which states that work motivation has a positive and significant effect on the performance of CV employees. Eternal Grace. The same thing was also proven in other research, namely by Ariyanti (2021), Monica (2022) and Nor (2023).

However, in several studies it was found that there was a gap where the influence between these variables was not significant, such as the results of research conducted by Maharani (2023) which stated that work motivation had no effect on the performance of employees PT Hasta Pusaka Sentosa Purbalingga. Research from Hidayat (2021) also states that motivation has no effect on PT employee performance. Surya Yoda Indonesia. The same thing was also obtained from the results of Pragiwani's (2020) research which stated that motivation did not have a significant effect on the employees performance of PT. Tektonindo Henida Jaya Group.

Based on field observations and interviews with a total of 10 employees, it can be concluded that there are still leaders who do not understand their duties, responsibilities and obligations as someone who is a figure for employees in the company. There are still many leaders who prioritize their own interests by showing things that stand out, such as popularity, power and expertise, but do not realize that leaders cannot stand alone, but leaders need togetherness to complete the tasks they carry out. It is not uncommon for what happens in a company to be a leader's attitude. There are still many leaders or school principals who apply an autocratic leadership system, namely having a self-commanding and self-determining nature, one of the characteristics of which is considering subordinates as mere tools.

Based on the problems found at PT. BPR in Sukawati District, the author will examine the leadership style of servant leadership. One of the factors that can influence performance is servant leadership, where leaders prioritize followers, empower them and help them develop their personal capacities to the full. In addition, servant leaders are ethical and lead in a way that serves the greater interests of the organization, community, and society in general. The influence of servant leadership on performance has previously been proven by Ariyanti (2021) who stated that servant leadership has a positive and significant effect on the performance of regional public company employees. The same thing was also proven in other research, namely by Yuwono (2021), Azumastuti (2020) and Surya (2021).

However, in several studies it was found that there was a gap where the influence between the two variables was not significant. This statement is in accordance with the results of research from Apriyanti (2021) which states that servant leadership has no effect on the performance of Civil Servants who handle Regional Financial and Asset Management in Makassar City.

In previous research, there has been much discussion about the influence of work motivation, servant leadership and OCB on performance, the results of these studies did not all find a significant influence, some studies actually found the opposite. In this study, researchers want to confirm the existence of this gap and ensure the relationship between variables that influence employee performance at BPR in the Sukawati sub-district area.

II. LITERATURE REVIEW

A. Goal Setting Theory

Goal setting theory or goal setting theory is a cognitive process of building goals and is a determinant of behavior. The basic principles of goal setting theory are goals and intentions, both of which are responsible for human behavior. In studies of goal setting, goals indicate the achievement of a specific standard of skill for a task within a certain time limit.

Based on the goal setting theory approach, employee performance is assumed to be the goal, while work motivation, servant leadership and OCB variables are the determining factors. If these factors are implemented well, good employee performance will be achieved.

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B. *Work Motivation*

Motivation talks about how to encourage someone's work enthusiasm, so that they want to work by providing their abilities and expertise optimally to achieve organizational goals (Sunyoto, 2016: 11). Motivation is important because with motivation it is hoped that every employee will work hard and be enthusiastic to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs as well as goals and satisfaction. Stimulation arises from within and from outside. This stimulation will create encouragement for someone to carry out activities.

C. *Servant Leadership*

According to Sendjaya and Sarros (2002:57), Servant Leadership is a leader who prioritizes other people's needs, aspirations and interests over their own. Servant leaders have a commitment to serving others. Servant leadership emphasizes increasing service to others, a holistic approach to work, a sense of community and shared decision-making power. According to Spears (2002:255), a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others.

D. *Organizational Citizenship Behavior (OCB)*

According to Putri (2017), Organizational Citizenship Behavior (OCB) is a term for employees who provide added value to the work they are assigned and add value to the company. Discretionary individual behavior is not directly or explicitly recognized in the reward system and in promoting the effective functioning of the company. OCB is also referred to as extra role behavior because the behavior provided by employees exceeds their main duties. OCB is a term used to describe all positive and constructive employee actions and behavior that are not part of their formal job description. Anything employees do, of their own free will, that supports their colleagues and benefits the organization as a whole. OCB is not something that is required of an employee to do their job and it is not part of their contractual duties. Understanding OCB is increasingly necessary for the maintenance of organizational social systems and employees' roles within them.

E. *Employee performance*

According to Sedarmayanti (2020: 182), performance refers to the definition of behavior as a set of behaviors that are relevant to the goals of the organization or organizational unit where people work. Employee performance in an organization is based on the respective responsibilities and duties that have been given to employees to achieve organizational goals legally and not violate existing rules. Meanwhile, according to Mangkunegara (2017:67), performance is the result of quality work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From several expert opinions above, researchers can draw the conclusion that employee performance is an achievement made by employees both individually and in groups in carrying out the work assigned to them during a certain period in accordance with the standards set by the company for that work.

III. RESEARCH METHODOLOGY

This research uses a quantitative approach, which basically involves a deductive-inductive approach. This research aims to examine the influence of Variable X (motivation and servant leadership) on Variable Y (OCB and Employee Performance). To analyze the influence of each variable, a simple linear regression analysis technique was used. This type of research was chosen because the researcher wanted to know how big the influence of OCB as a mediator of motivation and servant leadership is on employee performance. This research consists of two variables, namely the independent variable (X) which includes motivation and servant leadership, and the engagement variable (Y) which includes OCB and employee performance at BPR in the Sukawati sub-district area. The research was conducted at BPR in the Sukawati sub-district area. This location was chosen because observations show that this company is still facing obstacles both in terms of human resources and organization, but has the potential to be improved so that it can improve performance in the future. Sampling was carried out using saturated sampling. Based on data, the number of employees at BPR in the Sukawati sub-district area is 120 employees.

IV. RESEARCH RESULT AND DISCUSSION

A. *RESULT*

Outer Model Evaluation

The indicator of recognition from other people is the strongest indicator of the work motivation variable, because it has the largest outer loading value (0.829). The humility indicator is the strongest indicator of the Servant leadership variable, because it has the largest outer loading value (0.859). The sportsmanship and positive attitude indicator is the strongest indicator of the OCB variable,

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because it has the largest outer loading value (0.843). The quantity indicator is the strongest indicator of the employee performance variable, because it has the largest outer loading value (0.814). All of these results can explain that all indicators that measure each variable are valid. All of these indicators have also met the requirements for the AVE value, which is greater than 0.50.

The highest loading factor value. This evaluation is carried out by comparing the square root of average variance extracted (VAVE) value of each latent variable with the correlation between other latent variables in the model. The results of the discriminant validity examination show that the AVE value is greater than 0.50, and the four latent variables studied have a square root of average variance extracted (VAVE) value greater than the correlation coefficient between other variables. Thus, the results obtained indicate that it has good discriminant validity.

Table 2. Composite Discriminant Validity

Variables	AVE	X1. Motivasi Kerja	X2. Servant Leadership	Y1. OCB	Y2. Kinerja Karyawan
Kinerja Karyawan	0.560	0.748			
Motivasi Kerja	0.588	0.690	0.767		
OCB	0.602	0.872	0.551	0.776	
Servant Leadership	0.563	0.873	0.757	0.833	0.750

Composite reliability aims to evaluate the reliability value between the indicator blocks of the constructs that form them. The results of the composite reliability assessment in the measurement model (Table 3), it appears that the value of the four latent variables is above 0.70, so that the indicator block is declared reliable (reliable) measuring variables. In accordance with the results of evaluating the convergent and discriminant validity of each indicator, and the composite reliability for the indicator block obtained, it can be concluded that the indicators on each latent variable are valid and reliable measures.

Table 3. Composite Reliability Check

Variables	Cronbach's Alpha	Composite Reliability
Kinerja Karyawan	0.802	0.864
Motivasi Kerja	0.860	0.895
OCB	0.834	0.883
Servant Leadership	0.810	0.863

Inner Model Evaluation

The structural model is evaluated by model relevance which measures how well the model works. Q^2 is based on the coefficient of determination of all dependent variables. The magnitude of Q^2 has a value with a range of $0 < Q^2 < 1$, the closer to the value of 1 means the better the model. The calculation of Q^2 predictive relevance model is as shown in Table 4 below:

Model Struktural	Variabel Endogenous	R-square
1	Y1. OCB	0.833
2	Y2. Kinerja karyawan	0.710

Calculation Q^2 :

$$Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$$

$$Q^2 = 1 - [(1 - 0,833) (1 - 0,710)]$$

$$Q^2 = 1 - (0,167) (0,029)$$

$$Q^2 = 0.995$$

The value of $Q^2 = 0.995$ and close to the value of 1, so it can provide evidence that the structural model has a good goodness-fit model. This result can be interpreted as meaning that 99.50% of the information contained in the data can be explained by the model, while the remaining 0.50% is explained by errors or other variables that are not yet contained in the model.

Hypothesis Testing

The recapitulation of the results of the path coefficient validation test on each path for direct effects presented in Table 5 provides information for hypothesis testing as follows:

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Table 5. Hypothesis Testing Results of Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hypothesis
Motivasi Kerja -> Kinerja Karyawan	0.430	0.589	0.059	1.998	0.042	Accepted
Motivasi Kerja -> OCB	0.587	0.435	0.094	2.006	0.020	Accepted
OCB -> Kinerja Karyawan	0.451	0.452	0.073	6.156	0.000	Accepted
Servant Leadership -> Kinerja Karyawan	0.559	0.554	0.093	6.014	0.000	Accepted
Servant Leadership -> OCB	0.976	0.968	0.071	13.780	0.000	Accepted

Work motivation has a positive and significant effect on employee performance. This result is indicated by a path coefficient of 0.430 with T-statistic = 1.998 (T-statistic > 1.96) and P-values = 0.042 (P-values < 0.05), so hypothesis 1 (H1): work motivation has a positive effect and significant to employee performance.

Servant leadership has a positive and significant effect on employee performance. This result is indicated by a path coefficient of 0.559 with T-statistic = 6.014 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 2 (H2): Servant leadership has a positive effect and significant to employee performance.

Work motivation has a positive and significant effect on OCB. This result is indicated by a path coefficient of 0.587 with T-statistic = 2.006 (T-statistic > 1.96) and P-values = 0.020 (P-values < 0.05), so hypothesis 3 (H3): work motivation has a positive effect and significant to OCB.

Servant Leadership has a positive and significant effect on OCB. This result is indicated by a path coefficient of 0.976 with T-statistic = 13.780 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 4 (H4): Servant Leadership has a positive effect and significant to OCB.

OCB has a positive and significant effect on employee performance. This result is indicated by a path coefficient of 0.451 with T-statistic = 6.156 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 5 (H5): OCB has a positive effect and significant impact on employee performance.

Table 6. Hypothesis Testing Results of Indirect Influence

No.	Mediasi Variabel	(a)	(b)	(c)	(d)	Ket
1	Motivasi Kerja -> OCB -> Kinerja Karyawan	0,430 (Sig)	0,621 (Sig)	0,587 (Sig)	0,451 (Sig)	<i>Partially mediated</i>
2	Servant Leadership -> OCB -> Kinerja Karyawan	0,559 (Sig)	0,875 (Sig)	0,976 (Sig)	0,451 (Sig)	<i>Partially mediated</i>

This result is shown from the mediation test that effects c, d, and a are significant and the coefficient of effect path a is less than the coefficient of effect path b. The results of this test show that work motivation can influence employee performance through OCB which can be proven empirically. Other information that can be conveyed is that the mediating effect of the OCB variable on the indirect influence of employee work motivation is partially mediated.

This result is shown from the mediation test that effects c, d, and a are significant and the coefficient of effect path a is less than the coefficient of effect path b. The results of this test show that servant leadership can influence employee performance through OCB which can be proven empirically. Other information that can be conveyed is that the mediating effect of the OCB variable on the indirect influence of servant leadership on employee performance is partially mediated.

B. DISCUSSION

The Influence of Work Motivation on Employee Performance

The results of hypothesis testing show that motivation has a positive and significant effect on employee performance. These results indicate that increasing work motivation can improve the performance of People's Credit Bank (BPR) employees in Sukawati District.

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This finding is in line with the results of research conducted by Jintar (2023) which states that work motivation has a positive and significant effect on the performance of CV employees. Eternal Grace. The same thing was also proven in other research, namely by Ariyanti (2021), Monica (2022) and Nor (2023).

These results are obtained because employees have appropriate job satisfaction. Employees who have high motivation have a positive influence on co-workers in an organization. The resulting effect is an increase in the desire to work. Without motivation, an employee will not get maximum results from the work he completes.

The highest indicator of work motivation is recognition from other people, while the lowest indicator is responsibility. This shows that effective work motivation must optimize job satisfaction, achievements, opportunities for advancement, career development, responsibility and recognition from others as indicators. work motivation in this research.

The Influence of Servant Leadership on Employee Performance

The results of hypothesis testing show that servant leadership has a positive and significant effect on employee performance. These results indicate that increasing servant leadership can improve the performance of PT employees. BPR in the Sukawati District area. These findings are in line with research conducted by Ariyanti (2021) which states that servant leadership has a positive and significant effect on employee performance.

One of the factors that can influence performance is servant leadership, where leaders prioritize followers, empower them and help them develop their personal capacities to the full. In addition, servant leaders are ethical and lead in a way that serves the greater interests of the organization, community and society in general. Several studies have identified servant leadership as a challenge for companies in providing an impact on employee performance.

This explains that good servant leadership will influence the smooth running of work activities so that employees will be more enthusiastic about achieving organizational targets by using all work equipment. Servant leadership can provide great freedom to its employees to work, this can be done because servant leadership meets physical, spiritual and emotional needs and creates a better quality of life for the organization (Setyaningrum, 2017).

Judging from the respondents' answers, it can be seen that employees' perceptions at PT. BPR in the Sukawati District area regarding servant leadership. The highest respondent's answer can be seen from the highest outer loading, namely humility. An effective leader is a leader who maintains humility by showing respect for employees and recognizing employees' contributions to the team. The lowest indicator of servant leadership is love. In this case, it is hoped that the leaders of PT. BPR in the Sukawati sub-district area optimizes loving leadership based on compassion so that employee performance can also increase.

The results of this research support the results of research conducted by Yuwono (2021), Azumastuti (2020) and Surya (2021) which stated that servant leadership has a positive and significant effect on performance.

The Influence of Work Motivation on OCB

The results of hypothesis testing show that work motivation has a positive and significant effect on OCB. These results indicate that increasing work motivation can increase OCB at PT. BPR in the Sukawati District area. Work motivation is a process of linkage between effort and satisfaction of needs. When an individual is motivated, the individual will try to do something which is better known as OCB. High work motivation will make employees show OCB behavior and improve the quality of the company. Where the higher the work motivation, the higher the employee's Organizational Citizenship Behavior (OCB). Vice versa, the lower the work motivation, the lower the Organizational Citizenship Behavior (OCB).

High work motivation will influence the emergence of organizational citizenship behavior (OCB) and it can be said that high work motivation can increase organizational citizenship behavior (OCB). Based on employee assessments, work motivation is described by a feeling of comfort in their work so that employees who have positive attitudes towards the organization will increasingly display organizational citizenship behavior (OCB), namely the behavior of helping each other convey information and news to other colleagues. With high employee work motivation, it greatly influences employee performance. Employee performance will have a more significant impact on the progress of an organization. This greatly benefits the organization where the employee works. Because having maximum performance will give rise to Organizational Citizenship Behavior (OCB) in that person.

The results of this research support research conducted by Fairis (2021) which states that motivation has a positive and significant effect on organizational citizenship behavior (OCB). The same thing was also proven in other research, namely by Annisa (2023) and Damayanti (2023).

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The Influence of Servant Leadership on OCB

The results of hypothesis testing show that servant leadership has a positive and significant effect on OCB. These results indicate that an increase in servant leadership can increase PT's OCB. BPR in Sukawati sub-district area. A leader is someone whose actions and behavior serve as an example for followers. Decisions determined by the leader will be followed by employees. Apart from being intelligent and wise, the leader needed is a leader who is able to serve employees. A leader's relationship with employees that is built on serving behavior will foster emotional closeness. This encourages employees to improve performance (Fahrana, 2016).

The results of this research support research conducted by Setiawan (2019), Amruloh (2022), Sundari (2023) and Fitriani (2023) stating that servant leadership has a positive and significant effect on OCB.

The Influence of OCB on Employee Performance

The results of hypothesis testing show that OCB has a positive and significant effect on employee performance. These results mean that an increase in OCB can improve the performance of PT employees. BPR in Sukawati sub-district area. The positive influence of OCB on employee performance means that OCB is demonstrated by a helpful attitude, obeying the rules, being sportsmanlike and positive, being polite and being involved in the organization.

Anwar & Ahmadi (2021), stated that organizational citizenship behavior has a significant influence on employee performance. Employees who implement work behavior voluntarily will improve their performance, indicating that as performance increases, productivity increases and makes a positive contribution to the company (Khair & Nasution, 2022). If every individual who works in a company practices the five indicators of organizational citizenship behavior, the company's productivity will increase.

The highest indicator of OCB is a sportsmanship and positive attitude, which shows that employees never complain in carrying out their work and that employees trust their leaders. Meanwhile, the lowest indicator of OCB is polite attitude which the company must be able to optimize.

The success of an industry is not only determined by employee behavior that is determined according to their job description (in-role behavior), but also employee behavior that is outside their job description (extra-role behavior). OCB is individual behavior that is free and explicitly rewarded by a formal reward system, and overall supports the effectiveness of organizational functioning (Organ & Lingl, 1995; Organ, 2015). Research by Hui et al. (2000) concluded that organizations that want employees to do things or work beyond their job description are proven to have advantages compared to other companies. Therefore, many companies want their employees to have OCB.

The results of this research support research conducted by Lestari (2018), Anwar (2021), Inkiriwang (2023), Adeleide (2023), which stated that there is a positive and significant influence of OCB on employee performance.

The Influence of Work Motivation on Employee Performance through OCB

The findings of the indirect influence of work motivation on employee performance through OCB show that OCB is able to mediate the influence between HR development and employee performance. This means that there is still a need for improvement in providing work motivation, in this case PT. BPR in the Sukawati sub-district area must have the courage to take actions such as involving employees in the organization, or increasing OCB which can be seen from other indicators. This will cause employees to be able to increase OCB behavior so that it will influence employee performance.

Motivation is an indicator that can make a worker more satisfied in carrying out his activities. Motivation has a close relationship with a person's attitudes and behavior. Emotions can be influenced and changed by behavior. The power that exists in the human mind through changes in attitude can help in adapting, learning, and processing any new information and changes it receives. In research conducted by Gautama (2020) stated that if employee motivation is high in carrying out their work, it will result in good and high performance too. This explains that the higher the motivation an employee has, the higher their performance. Successful companies need employees who are willing to carry out tasks that are not included in their formal duties as explained by Organ, Podsakoff, & Mackenzie (2006) as employee behavior that is carried out voluntarily and happily without having to be ordered by compensation, and the results can support organizational performance. This became known as Organizational Citizenship Behavior (OCB). With OCB, it is believed that social interaction between organizational members can reduce the occurrence of disputes and increase effectiveness and efficiency in the group. Employees who have OCB are believed to be able to add value to themselves and can improve the performance of their organization.

This supports research conducted by Gautama (2020) which states that indirectly, organizational citizenship behavior mediates the relationship between work motivation and the performance of PT employees. Corpus Prima Mandiri. Maryati (2018)

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in her research also obtained results that motivation influences the performance of PT employees. Cinemaxx Lippo Plaza Yogyakarta branch via OCB.

The Influence of Servant Leadership on Employee Performance through OCB

The findings of the indirect influence of servant leadership on employee performance through OCB show that OCB is able to mediate the influence of servant leadership on employee performance. The role of leadership style in paying attention to employees provides great support from leadership to realize the role of organizational citizenship behavior in improving the company's capabilities and performance.

Servant leadership is one of the external factors that influences high OCB, employee perceptions regarding Servant leadership in providing a leadership style role in order to set a good example for employees to improve the atmosphere of mutual assistance to co-workers. Where the work responsibilities carried out by employees are able to be completed according to targets, the company has a good level of employee performance to achieve company goals.

This supports research conducted by Yuniarto (2018), Simamora et al., (2019) and Nuraini which states that OCB is able to mediate the influence of servant leadership on employee performance.

CONCLUSIONS

Based on the research results, it shows that work motivation has a positive and significant effect on employee performance, servant leadership has a positive and significant effect on employee performance, work motivation has a positive and significant effect on OCB, servant leadership has a positive and significant effect on OCB, OCB has a positive and significant effect on employee performance. in the mediating role, OCB can significantly mediate the influence of work motivation on employee performance, OCB can mediate the influence of work motivation on employee performance.

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