



The Effect of Servant Leadership and Job Satisfaction on Organizational Citizenship Behavior in TOYOTA Auto2000 Cirebon Employees

Rifqi Faizal Rahman*¹, Agi Syarif Hidayat²

Universitas Swadaya Gunung Jati

Corresponding Author: Agi Syarif Hidayat: agi.unswagati@gmail.com

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ABSTRACT

The purpose of this study is to analyze the influence of Servant Leadership and Job Satisfaction on Organizational Citizenship Behavior (OCB) in TOYOTA Auto2000 Cirebon Employees. The research method used an associative quantitative approach with a sample of 109 respondents. Data were collected through questionnaires and analyzed using multiple linear regression. The results of the study showed that Servant Leadership had a positive and significant effect on Organizational Citizenship Behavior, Job Satisfaction had a positive and significant effect on Organizational Citizenship Behavior, and both variables simultaneously had a significant effect on Organizational Citizenship Behavior with a contribution of 60.1%. The implications of this study emphasize the importance of a servant leadership style and job satisfaction fulfillment to encourage extra-role behaviors that support organizational effectiveness.

INTRODUCTION

In the face of increasingly competitive and uncertain global business dynamics, organizations are required to have human resources who are not only competent, but also willing to do more than just their formal duties. This condition is very relevant for the automotive industry, especially at authorized dealers such as TOYOTA Auto2000 Cirebon, where competitive advantage is highly dependent on the quality of service. This phenomenon highlights the importance of Organizational Citizenship Behavior (OCB). According to OCB, it is defined as individual voluntary behavior that is not explicitly recognized in a formal reward system, but in aggregate increases the effectiveness of organizational functions. Studies show that OCB is very crucial because it is directly related to productivity and organizational improvement, where behaviors such as helping colleagues, tolerating distractions, and actively participating are needed to achieve optimal organizational response. For Auto2000 Cirebon, this extra role behavior is fundamental in maintaining "Service Excellence" standards for customer satisfaction in the midst of fierce regional market competition.

Although the urgency of OCB has been recognized, challenges on the ground show that this behavior does not arise automatically. Employees need external encouragement, especially from the leadership style implemented by their bosses. Leadership is considered a determining factor because the leader's decisions and policies affect the behavior of the entire employee. In the midst of a paradigm shift in management, the traditional hierarchical leadership approach began to be abandoned and shifted to (Haji et al., 2021) Servant Leadership (Servant Leadership). This approach is considered to be in line with the service culture carried out by TOYOTA, where leaders are expected to be able to serve the needs of their team so that the team can serve customers optimally. Servant Leadership is a holistic approach that engages followers in various relational, ethical, emotional, and spiritual dimensions, with the primary goal of empowering them to grow into what they are capable of (Eva et al., 2019).

Empirically, Servant Leadership proven to have a significant positive impact on OCB. Servant leaders put the interests of subordinates above personal interests, which then motivate employees to reciprocate that treatment with positive work behaviors that go beyond the job description. Previous research confirms that (Howladar & Rahman, 2021) Servant Leadership directly predict OCB because this type of leader builds trust and strong emotional connections, so employees do not hesitate to show voluntary behavior for the good of the organization, including its potential application in the automotive dealership's operational environment (Ghalavi & Nastiezaie, 2020).

However, the relationship between Servant Leadership and OCB is not always direct, but can be mediated by the employee's internal psychological response, namely Job Satisfaction (Job Satisfaction). Job satisfaction reflects the employee's positive feelings towards their job resulting from the evaluation of the characteristics of the job.

The logic underlying this role of mediation can be explained through (Unanue et al., 2017) Social Exchange Theory (Social Exchange Theory). This theory states that social interaction is based on the principle of reciprocity; when employees at TOYOTA Auto2000 Cirebon receive positive treatment and resource support from the servant leader (Servant Leader), they will feel high job satisfaction. It is this job satisfaction that then drives them to "pay back" the organization through increasing OCB (Xu et al., 2024).

Previous research has proven that Job Satisfaction has a positive and significant influence on OCB. In addition, another study found that job satisfaction was able to mediate the influence of positive leadership styles (such as transformational leadership) on OCB, where increased job satisfaction due to leader behavior effectively encouraged extra-role behavior. Therefore, integrating (Howladar & Rahman, 2021). (Saluy et al., 2024) Job Satisfaction as a mediating variable in the relationship between Servant Leadership and OCB became very relevant to explain the mechanism of how the behavior of leaders in TOYOTA Auto2000 Cirebon can be converted into real employee contributions in supporting performance.

THEORETICAL REVIEW

Servant Leadership

Concept Servant Leadership or Servant Leadership was first introduced by Greenleaf (1970). This term was coined in his essay entitled "The Servant as Leader". The theoretical foundation of Greenleaf (1970) conceptualizes leadership as a natural feeling in a person to serve, which then results in the aspiration to lead. The essence of this theory is that good leaders at motivating followers are those who put the needs of their followers ahead of their personal needs. A (Canavesi & Minelli, 2022) servant leader described as "primus inter pares" (the first among equals), where his highest priority is to serve others to meet their needs, not to meet his personal needs (Idris & Zairoh, 2022).

According to Dennis & Bocarnea (2005) in the article there are 4 indicators among them (Fathkhurrahman et al., 2024) love affection, empowerment, vision, humility heart, trust.

H1: Servant Leadership has a positive effect on Organizational Citizenship Behavior.

Job Satisfaction

Job satisfaction or job satisfaction is one of the central concepts in industrial and organizational psychology. In general, job satisfaction defined as a positive emotional state or pleasant feeling as a result of a person's assessment of their work or their overall professional experience (Locke, 1969) in. This definition puts (Buried et al., 2024) job satisfaction as a combination of cognitive and affective assumptions, it includes an individual's assessment of the intrinsic (such as the meaning and responsibilities of the job) and extrinsic (e.g. salary, company policies) aspects of his work The indicators put forward by Locke (1969)

in the article are employment, salary, promotion, supervision, co-workers, working conditions.(Liu et al., 2025). (Buried et al., 2024)

H2: Job Satisfaction has a positive effect on Organizational Citizenship Behavior.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is employee behavior that is voluntary and outside the formal obligations expected by the organization. Organ (1988) defined OCB as individual behavior that is discretionary, not explicitly or immediately acknowledged by a formal reward system, and generally supports the efficient operation of the organization. This definition emphasizes that OCB is an employee's contribution that exceeds the requirements of their role in the workplace. This behavior is voluntary because employees do not receive formal compensation even though their activities may affect the overall performance of the organization. The indicators according to Organ (1988) in his article are (Rhinelands et al., 2024) (Fathkhurrahman et al., 2024) altruism, courtesy, sportsmanship, conscientiousness, civic virtue.

H3: Servant Leadership and Job Satisfaction have a positive effect on Organizational Citizenship Behavior.

METHODOLOGY

This study uses a quantitative approach with an associative research type to test the causal relationship between variables. The population in this study is employees of TOYOTA Auto2000 Cirebon. The sampling technique used the slovin formula obtained from 150 total populations to a total of 109 samples or respondents.

5-point Likert scale questionnaire was used to collect data. Tests for validity and reliability have been conducted on the research instrument. IBM SPSS software version 26 was used for data analysis, which included (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, determination coefficient (R²) test, and hypothesis test (T Test and F Test).

RESULTS

Based on the statistical data in Table 1, the respondents in this study consisted of various backgrounds, including gender differences. Of the total respondents, 89.9% were men and 10.1% were women. This percentage shows that male respondents are more dominant in responding to this study.

Table 1. Distribution of Respondents by Gender

Respondent Criteria	Quantity	Percentage (%)
Male	98	89,9
Women	11	10,1

Source: Researcher-processed data (2026)

Based on the statistical data in Table 2, the majority of respondents with a high school education show a workforce with sufficient basic knowledge and good adaptability, so that it affects the understanding of leadership, the understanding of satisfaction, and the implementation of duties and

responsibilities. Therefore, the educational characteristics of the respondents were a supporting factor in this study.

Table 2. Distribution of respondents based on last education

Respondent Criteria	Quantity	Percentage (%)
High School	72	66,1
S1	36	33
S2	1	0,9

Source: Researcher-processed data (2026)

Based on the statistical data in Table 3, the majority of respondents were the focus of this research. It is known that there are 86 respondents who are married, or 78.9% of all respondents, and 23 respondents who are unmarried (single) or 21.1% of all respondents. Therefore, most of the respondents in this study were married or 78.9%.

Table 3. Distribution of Respondents Based on Marital Status

Respondent Criteria	Quantity	Percentage (%)
Married	86	78,9%
Unmarried	23	21,1%

Source: Researcher-processed data (2026)

Based on the statistical data in Table 4, the characteristics of respondents according to the working period, it is known that most of the respondents have a working period of 1-5 years, namely 59 respondents, which are generally still at the stage of adaptation to the environment and work demands. In addition, respondents with a working period of > 5 years amounted to 41 people. Employees with longer work periods have better work experience, but it is not yet known whether the employee fully applies OCB in the work environment.

Table 4. Distribution of Respondents by Tenure

Tenure	Quantity	Percentage (%)
< 1 Year	9	8,3%
1 - 5 Years	59	54,1%
> 5 Years	41	37,6%

Source: Researcher-processed data (2026)

Based on the statistical data in Table 5, the characteristics of respondents according to job positions, it is known that most respondents have job positions as aftersales (Mechanic, Service Advisor, MRA, Foreman, etc.).

Table 5. Distribution of Respondents by Job Position

Job Position	Quantity	Percentage (%)
Salesman	14	12,8%
Aftersales	63	57,8%
Cleaning Service	8	7,3%
Security	7	6,4%
Administration	17	15,6%

Source: Researcher-processed data (2026)

Based on Table 6, with a sample of 109 and a significance level of 5%, every attribute in the variables of servant leadership, job satisfaction, and organizational citizenship behavior has a calculated r value that is greater than r table (0.187), indicating that the research instrument is deemed valid for the analysis of the impact of servant leadership and job satisfaction on organizational citizenship behavior to employees.

Table 6. Validity Test

r calculate SL	r count JS	r calculate OCB	R table	Remarks	Valid
0,683	0,827	0,762	0,187	r calculate > r table	Valid
0,857	0,787	0,734	0,187	r calculate > r table	Valid
0,903	0,818	0,555	0,187	r calculate > r table	Valid
0,864	0,835	0,648	0,187	r calculate > r table	Valid
0,812	0,869	0,855	0,187	r calculate > r table	Valid
	0,844		0,187	r calculate > r table	Valid

Source: Researcher-processed data (2026)

According to the reliability test results, every study variable had a Cronbach's Alpha value more than 0.60, indicating that the research instrument was deemed consistent or reliable. As further explained in Table 7 below, Cronbach's high Alpha value shows that the statement items on each variable can consistently measure the same abstract level.

Table 7. Reliability Test

Reliability Test	Cronbach's Alpha	Remarks
Servant Leadership	0,875	Reliabel
Job Satisfaction	0,909	Reliabel
Organizational Citizenship Behavior	0,756	Reliabel

Source: Researcher-processed data (2026)

Table 8 shows that the Asymptotic method's initial normalcy test yielded a significance value of 0.006 ($p < 0.05$). Nevertheless, the Asymptotic method's accuracy on imperfectly distributed data or a small sample size is a disadvantage.

Therefore, this study uses the Monte Carlo method with a 99% confidence level (simulation of 10,000 samples) to obtain a more precise and unbiased probability value. According to (Mehta and Patel, 2011), the Monte Carlo Able to provide an unbiased and reliable P-value estimate when the data does not strictly meet the assumptions of normal distribution.

Based on test results Monte Carlo, obtained a significance value (Sig. 2-tailed) of 0.187. Since this value > 0.05 , it can be concluded that the residual data is distributed Normal.

Table 8. Normality Test

	Unstandardized Residual
N	109
Asymp. Sig. (2-tailed)	.006c
Monte Carlo Sig. (2-tailed)	.187d

Source: Researcher-processed data (2026)

As illustrated in Table 9, the multicollinearity assessment indicates that the Servant Leadership and Job Satisfaction variables possess tolerance values of 0.414. This figure surpasses the established minimum threshold of 0.100. Additionally, the Variance Inflation Factor (VIF) recorded a value of 2.417, which remains under the standard maximum of 10.00. Consequently, the regression analysis confirms the absence of multicollinearity among the independent variables.

Table 9. Multicollinearity Test

Variabel	Tolerance	LIVE	Remarks
Servant Leadership	0,414	2,417	Multicollinearity does not occur
Job Satisfaction	0,414	2,417	Multicollinearity does not occur

Source: Researcher-processed data (2026)

Table 10 reveals the significance levels for the Servant Leadership and Job Satisfaction variables, recorded at 0.882 and 0.990, respectively. Since both figures exceed the 0.05 threshold, the regression model is confirmed to be free from heteroscedasticity.

Table 10. Heterokedasticity Test

Variable	Sig.	Remarks
Servant Leadership	0,882	No heterokedasticity occurs
Job Satisfaction	0,990	No heterokedasticity occurs

Source: Researcher-processed data (2026)

Table 11 confirms that the study's regression model adheres to all classical assumptions, ensuring its appropriateness for further analytical procedures.

Table 11. Multiple Linear Regression Test

Variable	Regression Coefficients	t count	Sig.
Constant	1,952	1,379	0,171
Servant Leadership	0,387	4,192	0,000
Job Satisfaction	0,309	4,455	0,000

Source: Researcher-processed data (2026)

The multiple linear regression analysis yielded the following equation:

$$Y = 1.952 + 4.192X_1 + 4.455X_2.$$

- 1) Constant: The intercept of 1.952 indicates that if Servant Leadership and Job Satisfaction are held constant (or equal to zero), Organizational Citizenship Behavior is valued at 1.952 units.
- 2) Servant Leadership: The coefficient is positive at 0.387, signifying that a one-unit increase in Servant Leadership results in a 0.387-unit increase in Organizational Citizenship Behavior, and vice versa.
- 3) Job Satisfaction: The coefficient is positive at 0.309, meaning that a one-unit rise in Job Satisfaction leads to a 0.309-unit rise in Organizational Citizenship Behavior, and vice versa.

Table 12 presents the coefficient of determination results, indicating an R Square value of 0.601. This figure implies that Servant Leadership and Job Satisfaction account for 60.1% of the variance in Organizational Citizenship Behavior. The remaining portion of the variability is attributed to external factors not examined within the scope of this research.

Table 12. Coefficient Determination Test

Remarks	Value
R Square	0,601
Percentage	60%

Source: Researcher-processed data (2026)

Table 13 displays the t-test outcomes for the independent variables. Servant Leadership yielded a calculated t-value of 4.192 with a significance level of 0.000. Since this exceeds the t-table value of 1.982 and the significance is below 0.05, Hypothesis 1 (H1) is supported, indicating a positive and significant partial effect on Organizational Citizenship Behavior. Similarly, Job Satisfaction produced a t-value of 4.455 and a significance of 0.000. As these metrics also surpass the critical thresholds, Hypothesis 2 (H2) is accepted, confirming a positive and significant partial influence on the dependent variable.

Table 13. T Test

Remarks	Regression Coefficients	T count	Sig.	Remarks
Constant	1,952	1,379	0,171	-
Servant Leadership	0,387	4,192	0,000	Significant
Job Satisfaction	0,309	4,455	0,000	Significant

Source: Researcher-processed data (2026)

Table 14 presents the ANOVA results, showing an F-value of 79.774 and a significance level of 0.000. Given that the calculated F exceeds the critical value of 3.08 and the significance is below 0.05, Hypothesis 3 (H3) is supported. This indicates that Servant Leadership and Job Satisfaction jointly exert a significant influence on Organizational Citizenship Behavior.

Table 14. Test F

Remarks	Value
f count	79,774
Significance	0,000
Conclusion	Significant

Source: Researcher-processed data (2026)

FURTHER STUDY

This study has analyzed the effect of Servant Leadership and Job Satisfaction on Organizational Citizenship Behavior (OCB) in TOYOTA Auto2000 Cirebon employees using a quantitative approach with multiple linear regression analysis. The results showed that these two variables had a positive and significant influence on Organizational Citizenship Behavior with a contribution of 60.1%. However, there is still about 39.9% variability in Organizational Citizenship Behavior explained by factors outside of this study model. Therefore, further research is suggested to add other variables that have the potential to influence Organizational Citizenship Behavior.

In addition, this study was only conducted on one research object, namely TOYOTA Auto2000 Cirebon employees with a sample of 109 respondents. This condition allows for limitations in the generalization of research results. Therefore, further research is suggested to expand the research object in companies or other industrial sectors in order to obtain a broader picture of the application of servant leadership, job satisfaction levels, and Organizational Citizenship Behavior in organizations.

This study also uses a quantitative approach through the distribution of questionnaires as a method of data collection. Further research may consider the use of other research approaches, such as qualitative methods or mixed methods, to gain a deeper understanding of how servant leadership styles and job satisfaction levels can drive extra employee role behaviors in organizations.

Thus , further research is expected to develop a more comprehensive research model and make a broader contribution to understanding the factors that affect Organizational Citizenship Behavior in organizations.

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