

Antecedent Variables in Organization Based Self Esteem (OBSE) And Organizational Citizenship Behavior (OCB)

Nanda Sekar Asmara^{1*}, Tetra Hidayati², Heni Rahayu Rahmawati³

Faculty of Economics and Business, Mulawarman University

ABSTRACT : Government organizations continue to demand employee professionalism in providing services, so employees must have an awareness of their responsibility for the success of the organization. This work is made to investigate the relationship between servant leadership and job social support on organizational citizenship behavior (OCB) mediated by Organization based self-esteem (OBSE). The research was conducted at the Central Berau Statistics (BPS) office on Samarinda City, using a sample of 72 employees. Data was collected using a questionnaire distributed via Google Forms. Furthermore, this research was analyzed using descriptive statistics and inferential statistics and the Partial Least Squares (PLS) as analysis tool. Empirical findings validate that servant leadership and Job Social Support have a positive and significant effect on OBSE. Meanwhile OCB servant leadership have positive but not significant to OCB and Job Social Support have a negative and not significant to OCB. When the relationship between the variables social support and OCB is mediated by OBSE, it shows the result of a positive and significant influence. Servant leadership and job social support have a clearer relationship to OCB Employees who have better servant leadership is expected to increase OBSE and OCB. OCB is very important for organizations because it can provide an overview of employee awareness of their responsibilities as members of the organization.

KEYWORDS: *Servant Leadership, Job Social Support, Organizational Citizenship Behavior (OCB), Organization Based Self Esteem (OBSE).*

I. INTRODUCTION

The transformation of positions within government organizations remains an interesting topic of discussion among Civil Servants (PNS) due to its significant impact, as this new policy has changed the organizational governance. According to data from the Ministry of Administrative and Bureaucratic Reform (Kemapanrb), as of June 30, 2021, a total of 46,159 structures have been simplified. Meanwhile, in terms of functional position composition, there has been an increase in numbers since the enactment of the law in 2019, with a rise of 1% from 50.4% in 2019 to 51.4% in 2021. This increase in functional positions is accompanied by a decrease in structural positions, which decreased from 11.1% in 2019 by 0.1% to 11% in 2020, and further decreased by 0.3% in 2021 to 10.7%. These changes indicate that the transformation or reassignment of positions from structural to functional positions has been implemented within government agencies.

The success of career management in functional officials is driven, among others, by the nature of OCB. Organizational Citizenship Behavior (OCB) is needed because it plays a role in driving organizational progress, as explained by Mahmudi and Surjanti (2020), who state that OCB is a voluntary behavior of members that goes beyond the roles mandated by the organization but indirectly recognized by the organization's reward system and influences organizational work effectiveness. It can be said that the presence of organizational citizenship behavior (OCB) in an organization is a manifestation of a strong organizational culture. OCB plays an important role in organizations. OCB behavior does not emerge spontaneously; there are factors that influence it. Some of the factors that influence OCB include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational and servant leadership, employee social responsibility, employee age, work engagement, collectivism, organizational justice, social support, and happiness (Organ et al., 2006; Verawati & Heri, 2022). In this study, we will further discuss the variables of servant leadership, social support, and organizational-based self-esteem (OBSE), which are believed to have an influence on OCB. The researchers assess that OCB and OBSE are shaped by how leaders within the organization and the work environment

also support them. This is consistent with the research conducted by Verewati & Heri (2022), which found that there is an influence of increased OCB in employees due to the social support they receive. A similar finding is also evident in the study by Yang et al. (2015), which shows a positive correlation between OBSE and OCB, suggesting that OBSE can mediate the relationship between servant leadership, job social support, and OCB.

However, not all studies show positive results regarding the relationships between these variables. In a study conducted by Mukti et al. (2023) with a sample of 78 individuals, it was found that servant leadership did not have a significant influence on OCB. Similarly, in a study by Costa et al. (2021) among employees in an IT company, the results showed that the variable of social support did not have a significant influence on OCB. Therefore, based on the research gaps identified from the literature review above, the author decided to further investigate the antecedent variables of organizational-based self-esteem (OBSE) and organizational citizenship behavior (OCB) specifically focusing on the variables of servant leadership and job social support among functional officials in the BPS in Samarinda City.

II. LITERATURE REVIEW

Servant Leadership

The concept of servant leadership was introduced by Robert K. Greenleaf in 1970 in an essay titled "Servant as Leader," where he coined the terms "servant-leader" and "servant leadership." To be a servant-leader, an individual must possess qualities such as listening, commitment to growth, building community, and a forward-looking vision. Servant leadership is a type or model of leadership developed to address leadership crises characterized by a decline in followers' trust in the exemplification of their leaders (Mukasabe, 2004). This is because the behavior exhibited by a servant leader tends to serve as an example that influences those they lead.

In this study, the researcher chooses to focus on validating the servant leadership instrument previously researched by Dennis (2004; cited in Irving, 2005). The construction of Servant Leadership according to Dennis (2004; cited in Irving, 2005) includes the following components:

1. Love: The first characteristic of servant leadership is love-based leadership. Winston (2002, cited in Irving, 2005) states that love means doing the right thing at the right time for the right reasons. Team members should be treated with care and love to promote greater performance and effectiveness.
2. Empowerment: The second characteristic of servant leadership is empowerment. Empowerment emphasizes collaboration, entrusting power to others, and listening to the advice of followers (Dennis, 2004; cited in Irving, 2005).
3. Vision: The third characteristic of servant leadership is vision. Vision refers to the direction in which the leader will guide the organization and its people. The leader's vision inspires action and helps shape the future, exerting a strong influence on those who work for the organization's interests. In other words, when personal values associated with servant leaders are characterized by vision, team performance can be enhanced (Bennett, 2001; cited in Irving, 2005).
4. Humility: The fourth characteristic of servant leadership is humility. Dennis (2004; cited in Irving, 2005) states that effective leaders maintain humility by showing respect for employees and acknowledging their contributions to the team.
5. Trust: The final characteristic of servant leadership is trust. Servant leaders are chosen among others based on specific qualities that earn them the trust to be leaders.

Job Social Support

Social support is a part of social capital that can be transferred from the work domain to the family domain of employees. Social support is the individual's perception of being cared for, loved, valued, appreciated, and being part of a network that has obligations and shared goals (Nicklin and Nall, 2013). Social support as a form of social capital in the workplace originates from the organization, immediate supervisors, and coworkers (Tang et al., 2012). Workplace social support can yield positive outcomes for employees (such as job satisfaction, increased well-being) and organizations (such as commitment, productivity, and reduced absenteeism). A positive organizational climate and personal relationships between coworkers, as well as between supervisors and employees, are necessary to create a relevant platform for implementation. In this study, social support in the work environment will be discussed in relation to individual support, supervisor or managerial support, and organizational support.

Organization Based Self Esteem (OBSE)

Organization-based self-esteem (OBSE) refers to the degree to which members of an organization believe that they can fulfill their needs by participating in the organizational context (Korman, 1976). OBSE has several characteristics (Kreitner & Kinicki, 2000; Greenberg, 2005): feeling accepted in the organization, feeling secure in the organization, feeling competent in the organization, feeling influential in the organization, feeling important to the organization, feeling valued by the organization, and feeling a sense of growth in the organization. The presence or absence of self-esteem in the organization, or OBSE, explains the closeness of the employee's relationship with the organization (Pierce et al., 1993). OBSE reflects the degree of employees' belief in an organization and their personal perception of their willingness to help by actively participating in the organization, indicating the employee's closeness to the organization. The indicators used include living consciously, self-acceptance, responsibility, self-assertiveness, purposefulness, and integrity.

Organizational Citizenship Behavior (OCB)

According to Dyne et al. (1995), Organizational Citizenship Behavior (OCB) is defined as discretionary behavior that is expected to benefit or even be beneficial to the organization, which is not formally rewarded or required and goes beyond the employee's job expectations. Podsakoff and MacKenzie (1994) identified the following dimensions of OCB:

1. **Helping behavior/(altruism/courtesy):** Conceptually, helping behavior involves voluntarily assisting others or preventing work-related problems. It demonstrates a willingness to help others even when it is not part of one's job duties or obligations.
2. **Sportsmanship:** Sportsmanship refers to the willingness or tolerance to persevere in the organization without complaining, even in less pleasant conditions.
3. **Civic virtue/organizational participation:** This dimension involves an individual's involvement in organizational activities and concern for the organization's well-being. Employees voluntarily participate, take responsibility, and engage in addressing organizational issues. They actively contribute their ideas.
4. **Individual initiative/conscientiousness:** Individual initiative refers to voluntary efforts to improve the way tasks are performed in a creative manner to enhance organizational performance. It involves proactive and innovative actions taken voluntarily to enhance one's own abilities in performing tasks for the improvement of organizational performance.

The Relationship Between Variables**Relationship Between Servant Leadership and Organizational Citizenship Behavior (OCB)**

One of the factors that shapes OCB attitudes is the leadership style of organizational leaders, specifically the servant leadership relationship that plays a role in the organization. In servant leadership, a dominant indicator is where leaders prioritize the interests of workers and help them discover their full potential (Northouse, 2018). According to several researchers, servant leadership is related to OCB because it focuses on follower development, community building, and shared leadership (Graham, 1991, as cited in Sandjaya et al., 2008).

H1: Servant Leadership has a positive and significant influence on Organizational Citizen Behavior (OCB).

Relationship between Job Social Support and Organizational Citizen Behavior (OCB)

According to Nicklin and Nall (2013), social support is one of the important resources in the workplace for individuals in dealing with job stress, especially for individuals who have dual roles. Having strong social support shapes better mood, which indirectly influences OCB attitudes in individuals.

H2: Job Social Support has a positive and significant influence on Organizational Citizen Behavior (OCB).

Relationship between Servant Leadership and Organization Based Self-Esteem (OBSE)

Leadership characteristics can influence employees' OBSE, and one of them is servant leadership, which encourages employee learning by providing opportunities and empowering employees to make independent decisions (Konczak et al., 2000). Employees can develop the skills, knowledge, needs, and abilities required to achieve their career goals. This situation increases the likelihood of employees working successfully. A work environment with such conditions can enhance OBSE within the organization.

H3: Servant Leadership has a positive and significant influence on Organization Based Self-Esteem (OBSE).

Relationship between Job Social Support and Organization Based Self-Esteem (OBSE)

Pierce and Gardner (2004) stated that there are three factors that influence Organization Based Self-Esteem: workplace structure, feedback from the environment or social support (trust, fairness, respect), and successful experiences. Workplace structure affects self-esteem in OBSE held by members of the organization. One of the factors influencing Organization Based Self-Esteem is social support.

H4: Job Social Support has a positive and significant influence on Organization Based Self-Esteem (OBSE).

Relationship between Organization Based Self-Esteem (OBSE) and Organizational Citizen Behavior (OCB)
The role of OBSE in shaping OCB in individuals is explained by Chein (2004), stating that individuals with high collectivism and a propensity to trust are more likely to believe they can be a valued part of the organization, value this role, and engage in behaviors to make a difference in the organization.

H5: Organization Based Self-Esteem (OBSE) has a positive and significant influence on Organizational Citizen Behavior (OCB).

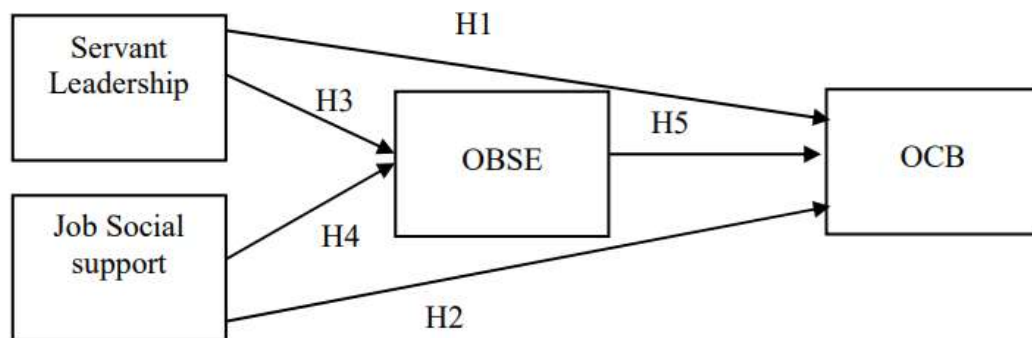
Mediating Role of Organization Based Self-Esteem (OBSE) in the Relationship between Servant Leadership and Job Social Support with Organizational Citizen Behavior (OCB)

Based on previous research, servant leadership and job social support have a positive relationship with OCB, but not all studies show significant positive results. Therefore, it is considered necessary to use mediating variables to strengthen the explanation of the relationship between independent and dependent variables. Based on previous research, OBSE is considered a variable that can mediate the relationship between servant leadership and job social support with OCB. This is because OBSE is related to OCB and is itself influenced by servant leadership and job social support. In a study by Tang et al. (2002), a positive relationship was found between OBSE and OCB, conducted with samples from the United States, Taiwan, Poland, and Egypt.

H6: Organization Based Self-Esteem (OBSE) as a mediating variable in the relationship between Servant Leadership and Organizational Citizen Behavior (OCB).

H7: Organization Based Self-Esteem (OBSE) as a mediating variable in the relationship between Job Social Support and Organizational Citizen Behavior (OCB).

Based on the description of the interrelationships between variables and hypotheses, the researcher formulates the research model as follows.



III. METHODOLOGY

This research adopts a quantitative approach. The study was conducted among all functional officers in the environment of the Central Bureau of Statistics (BPS) employees in Samarinda City, with a total of 72 samples collected using Google Forms as the data collection medium. The measurement instrument used in this study was a structured questionnaire or a questionnaire with Likert scale questions. Likert scale is used to measure the attitudes, opinions, and perceptions of respondents towards the object (Nazir, 2009). The measurement for all variables is done using a 5-point Likert scale, where if there are answers with low weights, they are given a score of 1, and so on, with answers of high weight given a score of 5. The categories for each answer correspond to the following criteria:

Score 1: Strongly Disagree Score 2: Disagree

Score 3: Uncertain

Score 4: Agree

Score 5: Strongly Agree

In this study, the model testing stage involves testing convergent validity and discriminant validity. The construct reliability is tested using Cronbach's alpha and composite reliability. The model testing is conducted to determine how well the questionnaire items measure the nature and concept of the variables being measured and to assess the consistency of the questionnaire items in measuring the same variables in different times and places. In this study,

data analysis to test the research hypotheses uses the Partial Least Squares (PLS) approach. The main objective of SEM-PLS is to explain the relationships between constructs and emphasize the understanding of the value of these relationships. It is important to note that there must be a theory that provides assumptions to describe the model, variable selection, analytical approach, and interpretation of the results. Since this study uses indicators to measure each construct and the measurement model is structural, the decision is made to use SEM-PLS.

IV. RESULT AND DISCUSSION

The population of this study consists of BPS employees in Samarinda City, with total of 71 respondents. Among the respondents, 17% are male and 83% are female. The majority of the respondents are married, accounting for 71%. In terms of length of service, 40% of the respondents have a work experience ranging from 10 to 14 years. Looking at the educational background of the respondents, 68% have a Diploma IV/Undergraduate degree (S1), 20% have a postgraduate degree (S2/S3), while the remaining respondents have completed high school or have a Diploma I/II/III.

The results of the measurement model testing with convergent validity produced outer loading factor values that have undergone standardized estimation to measure the convergent validity of the research indicators. The items for the variables Servant Leadership, Social Support, OBSE, and OCB each have loading factor values above 0.5. According to most references, a factor weight of 0.5 or higher is considered to have strong validation. Based on the results processed by SmartPLS 3.0, after eliminating items that did not meet the criteria, all indicators in Table 3 have loading factor values above 0.5. Thus, the convergent validity of this research model meets the criteria. The discriminant validity test also shows that all constructs have square root of AVE values higher than the correlation with other latent constructs, based on the Fornell-Larcker criterion, indicating that the model meets discriminant validity (Fornell & Larcker, 1981).

Construct reliability testing is conducted in this study, where construct reliability can be assessed based on the values of Cronbach's alpha and composite reliability for each construct. The recommended values for composite reliability and Cronbach's alpha are above 0.7 (Ghozali, 2014). The results of the reliability test indicate that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs meet the required reliability. The detailed values of loadings, Cronbach's alpha, composite reliability, and AVE for each construct can be seen in Table 1 below.

Table 1. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<i>Servant Leadership</i> (SL)	SL1	0.894	0.932	0.940	0.636
	SL10	0.769			
	SL2	0.843			
	SL3	0.757			
	SL4	0.709			
	SL5	0.764			
	SL6	0.814			
	SL7	0.830			
	SL9	0.779			
<i>Social Support</i> (SS)	SS3	0.913	0.810	0.913	0.840
	SS4	0.920			
<i>OBSE</i>	OBSE1	0.781	0.913	0.933	0.698
	OBSE2	0.857			
	OBSE3	0.860			
	OBSE4	0.812			
	OBSE5	0.823			
	OBSE6	0.875			
<i>OCB</i>	OCB1	0.677	0.827	0.873	0.541
	OCB2	0.775			
	OCB3	0.554			
	OCB4	0.910			
	OCB6	0.601			
	OCB7	0.830			

Hypothesis Testing

Hypothesis testing in PLS is also known as the inner model test. This test includes testing the significance of direct effects, moderation effects, and measuring the magnitude of the influence of exogenous variables on endogenous variables. To understand the relationships between research variables, it is necessary to conduct tests for direct and moderation effects. The test of influence is performed using t-statistics in the partial least squares (PLS) analysis model, with the assistance of SmartPLS 3.0 software.

Table 2. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics	P Values
OBSE -> OCB	0.630	0.653	0.174	3.622	0.000
SL -> OBSE	0.406	0.431	0.156	2.596	0.010
SL -> OCB	0.197	0.186	0.164	1.195	0.232
SS -> OBSE	0.409	0.415	0.114	3.595	0.000
SS -> OCB	-0.031	-0.055	0.181	0.174	0.862
SL -> OBSE -> OCB	0.256	0.292	0.142	1.805	0.072
SS -> OBSE -> OCB	0.258	0.271	0.107	2.404	0.017

Relationship between Servant Leadership and Organizational Citizenship Behavior (OCB).

The hypothesis testing results show a t-statistics value of 1.195 with a significance level of 0.232 and an original sample value of 0.197. The positive original sample estimate indicates a positive relationship. Based on the significance value of $0.232 < 0.05$, H₀ is accepted, and it can be concluded that servant leadership has a positive but insignificant effect on OCB. The research suggests that Servant Leadership has a positive and significant influence on Organizational Citizen Behavior. Organizations that promote and nurture servant leadership behaviors are more likely to foster a culture of OCB, leading to enhanced organizational effectiveness and performance. This is consistent with the research conducted by Vondey (2010), which also found a relationship between Servant Leadership and OCB. The variable of Servant Leadership was identified as an antecedent variable, with a sample of 114 individuals in a study conducted in the industrial sector in the United States.

Relationship between Job Social Support and Organizational Citizen Behavior (OCB)

The test results show a t-statistics value of 0.1740 with a significance level of 0.862. Based on the calculation, the significance value of 0.862 is above 0.05. The original sample estimate value is -0.031, indicating that there is no positive relationship. Based on the test results, it can be concluded that H₀ is accepted, indicating that there is no significant positive influence between job social support and OCB. This is consistent with a study conducted by Costa et al. (2021) on IT company employees, where the results show that the Social Support variable does not have a significant influence on OCB.

Relationship between Servant Leadership and Organization-Based Self Esteem (OBSE)

The test results show a t-statistics value of 2.596 with a significance level of 0.010. The original sample estimate value is 0.406, indicating a positive influence between the two variables. Based on the calculation, the significance value of 0.010 is smaller than 0.05, so it can be concluded that H₀ is rejected, indicating that servant leadership has a positive and significant effect on OBSE.

Relationship between Job Social Support and Organization-Based Self Esteem (OBSE)

The test results show a t-statistics value of 3.595 with a significance level of 0.000. The original sample estimate value is 0.409, indicating a positive influence between the two variables. Based on the calculation, the significance value of 0.000 is smaller than 0.05, so H₀ is accepted, with the conclusion that Job Social Support has a positive and significant effect on OBSE.

Relationship between Organization-Based Self Esteem (OBSE) and Organizational Citizen Behavior (OCB)
The test results show a t-statistics value of 3.622 with a significance level of 0.000. The original sample estimate value is 0.630, indicating a positive influence between the two variables. Based on the calculation, the significance value of 0.000 is smaller than 0.05, so H₀ is accepted, with the conclusion that OBSE has a positive and significant effect on OCB. This is in line with the views of Dyne and Pierce (2004), who argue that positive employee attitudes such as OBSE, commitment, and other positive attitudes can influence OCB. Therefore, employees who have high OBSE will become a strength within the organization.

Relationship between Servant Leadership and Job Social Support on Organizational Citizen Behavior (OCB) through Organization-Based Self Esteem (OBSE)

For the indirect relationship between servant leadership and OCB through OBSE, the test results show a t-statistics value of 1.805 with a significance level of 0.072. The original sample estimate value is 0.256, indicating a positive relationship. Based on the calculation, the significance value of 0.072 is greater than 0.05, so H₀ is accepted, concluding that OBSE has a positive but insignificant mediating effect on the relationship between servant leadership and OCB. Conversely, the test results for the indirect relationship between Job Social Support and OCB show a t-statistics value of 2.404 with a significance level of 0.017. The original sample estimate value is 0.258, indicating a positive relationship. Based on the calculation, the significance value of 0.017 is smaller than 0.05, so H₀ is rejected, indicating that OBSE has a positive and significant mediating effect on the relationship between Job Social Support and OCB. The results of the analysis indicate that OBSE is able to mediate the relationship between job social support and OCB.

V. CONCLUSION

Based on the previous data analysis, it has been proven that Servant Leadership has a positive but insignificant effect on OCB, but it has a positive and significant effect on OBSE. The Social Support variable, on the other hand, has a positive and significant effect on OBSE but a negative and insignificant effect on OCB. However, this research concludes that Servant Leadership and Social Support play a role as antecedents to OBSE. In organizations with good leadership and social support, OBSE will be enhanced, which in turn affects OCB, leading to improved organizational performance in achieving shared goals. It is recommended for future studies to conduct research in sectors other than government, such as the service industry, finance, and others, to enrich the research topic. Additionally, it is suggested to increase the population and sample size to generate more comprehensive research conclusions. Furthermore, in future studies, it would be beneficial to include and incorporate other relevant variables to make the research in this area more comprehensive.

REFERENCES

- [1] Amritha, A. A. (2020). Pengaruh Social Support Terhadap Organizational Citizenship Behavior pada Karyawan PT INKA dengan Work Family Enrichment Sebagai Variabel Mediasu. *Accounting and Management Journal Vol.4*, 1 -14.
- [2] Athulathmudali. (2019). Antecedents of organizational citizenship behavior in two selected semi government service organizations in Sri lanka. *14th International Research Conference on Management & Finance (IRCMF)*, 232 - 250.
- [3] Cheng I Chu, M.-S. L. (2006). The Impact of Social Support and Job Stress on Public Health Nurses' Organizational Citizenship Behaviors in Rural Taiwan. *Public Health Nursing Journal Compilation*, 496- 505.
- [4] Christy L Smith, F. N. (2016). Measuring Servant Leadership : Tests of Discriminant and Convergent Validity of Servant Leadership Survey. *Journal of Management Science and Business Intellegent Volume 1*, 36-52.
- [5] Christy L Smith, F. N. (2016). Measuring Servant Leadership : Tests of Discriminant and Convergent Validity of The Servant Leadership Survey. *Journal of Management Science and Bussines Intellegence*, 36-52.
- [6] Dong Hong Zhu, H. S. (2016). Effect of Social on Customer Satisfaction and Citizenship Behavior in Online Brand Caommunities : The Moderating Role of Support Source. *Journal of Retailing and Consumer Services*, 287-293.
- [7] Huang, C.-C. (2019). The Relationship among Emotional Intelligence, Social Support, Job Involvement, and Turnover Intention-A study of Nurses in Taiwan. *Journal of Economics and Business Volume 2*, 652- 659.
- [8] Ingram, O. C. (2015). Servant Leadership as A Leadership Model. *Journal of Management Science and Bussines Intellegence*, 21-26.
- [9] Jahangir. (2004). ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ITS NATURE AND ANTECEDENTS. *BRAC University Journal*, 75-85.

- [10] Khaled Bany Hamdan, H. A.-Z. (2020). Servant Leadership and Its Impact on Organizational Citizenship Behavior : Exploring the Mediating role of Job Satisfaction. *Management Science Letters*, 2395-2402.
- [11] Khurram Aziz, M. A. (2018). Do Good And Have Good : Does Servant Leadership Influence Organizational Citizen Behavior. *International Journal of Scientific & Technology Research Volume 7*, 7- 16.
- [12] Pusdiklatren dan Kementrian PPN/Bappenas. (2022, April). *Mengurai Benang Kusut Penyetaraan Jabatan Administrasi ke Jabatan Fungsional*. Jakarta: SIMPUL Perencana.
- [13] Putu Gede Subhaktiyasa, K. R. (2023). The Effect of Transformational Leadership, Servant Leadership, and Spiritual Leadership on Organizational Citisanship Behavior. *Jurnal Organisasi dan Manajemen*, 224-238.
- [14] Satriawan, F. (2012). Pengujian Validitas Konstruk Instrumen Organization Based Self Esteem Scale. *Jurnal Pengukuran Psikologi dan Pendidikan Indonesia*, 198-209.
- [15] Setyaningrum, R. P. (2017). Relationship Between Servant Leadership in Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior and Customer Satisfaction. *European Research Studies Journal*, 554-569.
- [16] Sevia Nurul Khusna, B. w. (2022). Organization-based Self-Esteem and Authentic Leadership as Organizational Citizenship Behavior Factors (Organization-Based Self-Esteem dan Kepemimpinan Autentik sebagai Faktor Organizational Citizenship Behavior). *INSAN Jurnal Psikologi dan Kesehatan Mental*, 103-116.
- [17] Sin, S. H. (2012). *The Mediation and Moderator Effects of Stress and Social Support on Leadership Organizational Citizenship Behavior Relationship: A Study Among Bank Employees in Malaysia*. Malaysia: Universiti Utara.
- [18] Sogirin. (2022). The Effect of Social Support on Job Satisfaction and Organizational Citizenship Behavior as Mediaton. *Sains Organisasi Vol.1*, 29-42.
- [19] Susiawati, M. (2022). TRANSFORMASI JABATAN UNTUK MEWUJUDKAN GENERASI EMAS ASN: JABATAN FUNGSIONAL DAN MILENIAL TULAN PUNGGUNG BIROKRASI INDONESIA. *Jurnal Widya Praja Vol.2*, 57-64.
- [20] Wirawan, M. H. (2018). Pengaruh Keterlibatan Kerja dan Organizational Based Self Esteem terhadap Organzational Citizenship Behavior. *TAZKIYA Journal of Psychology*, 218-231.
- [21] Ziwei Yang, H. Z. (2015). Crossover Efect of Servant Leadership and Job Social Support on Employee Spouses : The Mediating role of Employee Organization Based Self Esteem. *Journal of Bussines Ethics*.