

-RESEARCH ARTICLE-

HOW DOES SERVANT LEADERSHIP AFFECT PUBLIC EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR? – THE MEDIATION EFFECT OF ORGANIZATIONAL CULTURE AND KNOWLEDGE SHARING

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—Abstract—

Employees and organizations are more productive due to the advantages of organizational citizenship behavior implementation. However, the implementation of organizational citizenship behavior within the organization, which is optional in terms of setting an example for co-workers, is still having trouble regulating all individuals to enforce this OCB rollout. This study aims to identify and explore the description and influence of knowledge sharing, servant leadership, organizational culture, and organizational citizenship behavior. Specifically, corporate culture and knowledge sharing on organizational citizenship behavior are investigated. Using Partial-Least Squares Structural Equation Modeling (PLS-SEM) with survey data collection methodologies and Smart PLS 3 processing. The outcome demonstrated that organizational culture affects OCB and information sharing directly. The influence of servant leadership on company culture and information sharing is direct. It influences information sharing indirectly through corporate culture, a phenomenon known as partial mediation. The influence of servant leadership is direct on corporate culture and knowledge exchange and indirect on OCB. The mediating impact between servant leadership and OCB is hence referred to as organizational culture and knowledge sharing. In this study, both theoretical and practical ramifications are examined.

Keywords: knowledge sharing, servant leadership, organizational culture, OCB, developing country

1. INTRODUCTION

Organizational citizenship behavior (OCB) has become essential for organizations to enhance the success of existing operations and aid in the resolution of problems (Ma, Wang, Xu, and Wang (2022); Nanang, Soetjipto, and Supriyanto (2021)). The public sector is the most important for the Indonesian government to increase the quality of human resources (HR) by providing society with the best public services (Rahayu et al., 2017). Moreover, implementing bureaucratic reform, which is on the agenda of the Indonesian government from 2010 to 2025, is of fundamental importance to deliver great public service (Kemenpanrb. (2010)). However, problems can impede the achievement of organizational objectives. In the public sector, a frequent occurrence is the high rate of employee absenteeism, tardiness, and early departure. In 2020, for instance, the

employee absenteeism rate might reach 54%, with an average of 6% every day. This is a significant increase from the 2019 rate of 48 percent. Indonesia's Human Capital Index at the end of the year 2020, on a scale of 0 to 1, remains at 0.524 [John \(2017\)](#). This phenomenon is significant for developing nations to manage employee behavior, particularly in the public sector.

OCB focuses on behavior modification that provides mutual support for social and psychological relationships inside the organization [Sulistyo \(2017\)](#). OCB is seen as crucial since it has the potential to influence an organization's colleagues' and managers' productivity, as well as future organizational resource consumption. Ultimately, all employees exhibit a significant OCB [Urbini, Chirumbolo, and Callea \(2020\)](#); [Yuniarto \(2018\)](#). Therefore, it can be stated that OCB is the attitude or behavior of employees who willingly aid other employees without the desire to receive remuneration and employees who execute duties outside the scope of their primary responsibilities. All staff should therefore implement OCB. However, the implementation of OCB within the organization, such as providing an example for co-workers voluntarily, is still having trouble regulating all public sector employees to enforce this OCB deployment. To improve the function of OCB, numerous aspects are required, such as information sharing, servant leadership, and organizational culture [Ilmih \(2019\)](#); [Kaur and Randhawa \(2021\)](#); [Sulistyo \(2017\)](#). To comprehend the problem of OCB in the Indonesian public sector, a deeper understanding of OCB is still required.

In this study, knowledge sharing (KS), servant leadership (SL), and organizational culture (OC) are deemed to have a high adoption potential in the public sector to improve OCB outcomes [Ilmih \(2019\)](#); [Kaur and Randhawa \(2021\)](#); [Sulistyo \(2017\)](#). It is essential to have a consistent and clear value framework for controlling the public service process in the public sector so that the organization can maximize its effectiveness in communicating the vision and mission to employees and implementing a system of coordination with each existing unit [Pratama \(2019\)](#). Consequently, this study aims to identify the description and investigate the characteristics of OCB implementation for bureaucratic reform to improve it. However, the predictive components are classed as quantitative data, yet they are frequently absent when legitimate and significant aspects are being evaluated. In addition, this study is useful for addressing the ambiguity and complexity of issues in the public sector. A conceptual framework and technique for identifying and evaluating the qualities have been devised to solve the research question. We further modify the smartPLS tools to address research issues. This research contributes to organizational citizenship. This study contributes to the literature by identifying and examining OCB-influencing predictive features. Second, the paper contributes to the research on organizational citizenship behavior (OCB) and its predictive characteristics by concentrating on the critical components in creating OCB for businesses and employees. This research is organized as described. The second section of the report is devoted to reviewing the pertinent references and proposed methodology and measures. The third section of this paper describes the methodology

employed, and the fourth piece offers the study's conclusions. In section 5, the consequences for theory and management are examined. Section 6 concludes with a discussion of the findings, limits, and future research.

2. THEORETICAL BACKGROUND AND RESEARCH HYPOTHESES

2.1 The Effect of OC on OCB and KS

Compared to institutions in other sectors, in the public sector, the main job is to serve the public, which is very closely related to the public [de Geus, Ingrams, Tummars, and Pandey \(2020\)](#). Previous research has shown a relationship between OCB in the public sector and general citizenship behavior in other sectors, specifically the public sector, which pays more attention to public services [Cohen and Vigoda \(2000\)](#). Therefore, it is important to encourage OCB in the public sector because, with more OCB, behavior in the role carried out can achieve the desired direction and goals. Organizational culture is a complex phenomenon that originates from the beliefs and assumptions that are the basics so that structures and practices can be seen [Cohen and Vigoda \(2000\)](#); [Joseph and Kibera \(2019\)](#)—moreover, expressed by [Ariyani, Haerani, Maupa, and Taba \(2016\)](#) state that organizational culture is a collection of values and symbols that can be understood and held together are owned by the organization so that members who are in the organization can feel like a family and create conditions that are to be different from other organizations. As emphasized by [Tulcanaza-Prieto, Aguilar-Rodríguez, and Artieda \(2021\)](#); [Yip, Levine, Brooks, and Schweitzer \(2020\)](#), organizational culture is defined by classifying aspects, including shared values, attitudes, rules, beliefs, norms, and personnel's expected behaviors. More specifically, organizational culture is a crucial aspect and a system that comes from sharing values, beliefs, and habits in an organization to interact with its formal structure in realizing the implementation of behavioral norms. Organizational culture also includes values and standards that guide organizational behavior and show the organization's direction to solve the problems [Aboramadan, Albashiti, Alharazin, and Zaidoune \(2020\)](#); [\(2007\)](#); [Victoria, Olalekan, and Evangeline \(2021\)](#). Hence, it can be concluded that organizational culture is a set of rules, values, beliefs, and customs that differentiate these organizations from others.

The organizational culture models from several previous studies explain the four differences in organizational culture, including rational culture development culture, hierarchal culture, and group culture [Ivari and Huisman \(2007\)](#). In addition, [Isa, Ugheoke, and Noor \(2016\)](#) stated that other characteristics of organizational culture are innovation, supportive perspective, and bureaucratic. However, the characteristics still have a gap when associated with behavioral changes from individuals for the contributions and participation given, so other aspects are needed to strengthen organizational culture. Therefore, organizational culture needs to determine the achievement of clear goals so that it can be well received and understood by members of the organization, applied consistently and collectively, and able to manage changes

that occur in the organization, specifically consist of managing change, achieving goals, innovation, good teamwork, rules, consistency, and involvement (Joseph & Kibera, 2019; Sashkin & Rosenbach, 1996; Van Muijen, 1999).

Contributions and involvement of organization members are required to provide the same influence and concept to fellow members, which can serve as a symbol for forming an organization that knows the company's values well and has value Jeong, Kim, Kim, and Zhang (2019). Consequently, organizational culture creates a system that affects organizational members to behave by contributing voluntarily to influencing others in order to attain organizational goals. Thus, it is explained that corporate culture positively affects Arumi, Aldrin, and Murti (2019); Riyanto and Hapsari (2020). Every organization has its own distinct organizational culture. It reflects the organizational identity of the organizational culture characteristics in two visible and invisible aspects, assisting the organization in achieving its objectives. Kathiravelu, Mansor, Ramayah, and Idris (2014) suggested that innovativeness and adaptability are two features of corporate culture that influence the establishment of behavior for knowledge sharing. Innovation and managing change are essential characteristics of organizational culture in the public sector. Consequently, evidence suggests that corporate culture influences knowledge sharing Al-Alawi et al. (2007); Memon, Qureshi, and Jokhio (2020). Consequently, we provide the following hypotheses:

Hypothesis 1. *Organizational culture positively influences OCB.*

Hypothesis 2. *Organizational culture positively influences KS.*

2.2 The Effect of SL on OCB, OC, and KS

Organizations that want to affect their work more successfully Bavik (2016); Setiawan (2019) need employee contributions and engagement that are both voluntary and communal. The behavior reflects and emphasizes OCB; hence, the organization must pay more attention to OCB. For this reason, organizations want leaders who can serve as examples for their employees. According to (Neubert, de Luque, Quade, & Hunter, 2022), the features of servant leaders that distinguish them from other leaders are their motive, method, and mindset, with the motivation being to serve others to attain the goals. Moreover, servant leadership is exemplified by a leader who can perform services by focusing on followers and a leader who prioritizes followers Dennis and Bocarnea (2005). Leaders with a servant leadership mindset possess excellent moral characteristics and, in general, moral perfection. In addition, Setiawan (2019) noted that servant leadership is a form of leadership that begins with a sincere attitude toward serving as the primary party in terms of service. Ethical behavior, awareness, persuasion, empowerment, conceptualization, foresight, stewardship, growth, and community development can measure this Liden, Wayne, Zhao, and Henderson (2008).

However, if there are no role models for the staff to follow, it becomes difficult for them to make the change. Therefore, servant leadership also requires individuals to serve as

examples so that others can be served. Wahyu, Tentama, and Diah Sari (2019) suggested that servant leadership is committed to helping others and emphasizes the diverse goals, aspirations, and needs over their own. A leader must be able to assist others and serve as an example so that the intended outcome is a change in environmental behavior. The formal reward system does not recognize OCB in this situation because it is more of an innate need behavior that requires encouragement from a servant leader Elche, Ruiz-Palomino, and Linuesa-Langreo (2020a); Harwiki (2016). Several previous researchers have mentioned that servant leadership, in addition to influencing OCB, also influences OC; it has been demonstrated that servant leadership can be a driving force in creating a serving culture; for example, each member prioritizes the needs of others in providing emotional support and strengthening skills, for example, to solve the problem (Christensen-Salem et al., 2021; Harwiki, 2016; Sihombing, Astuti, Al Musadiq, Hamied, & Rahardjo, 2018).

Moreover, servant leadership is the action, conduct, and attitude of a leader who cares for his people by serving them and paying attention to their needs and having a real desire to be the first to instruct and empower staff and promote a culture of service. Consequently, a leader's demeanor will be problem-solving and tranquil, as he or she listens to the worries and complaints of employees on both sides of a difficult employee and finds an intermediary solution that benefits neither party exclusively. Consequently, we provide the following hypotheses:

Hypothesis 3. *Servant leadership positively influences OCB.*

Hypothesis 4. *Servant leadership positively influences OC.*

Hypothesis 5. *Servant leadership positively influences KS.*

2.3 The Effect of KS and OCB

Van Den Hooff and De Ridder (2004) noted that knowledge sharing is how everyone exchanges implicit and explicit knowledge and creates new knowledge collectively. In addition, Sulisty and Ardiyanti (2019) explain that individuals who know initiate the process of information sharing by employing externalization, which can be done deliberately or unconsciously. The recipient of the knowledge then engages in internalization to absorb new stimuli. However, information sharing is not limited to explicit and implicit explanations that can, directly and indirectly, affect the recipient; other indications are required to improve the influence of behavior on the public sector, which is crucial. According to Sulisty (2017), knowledge sharing is the sharing or transfer of information, including knowledge, expertise, abilities, and diverse techniques, via direct or indirect communication amongst personnel. In addition, knowledge sharing can be defined as the attitudes and behaviors of someone who shares their knowledge, expertise, and abilities with others. Sharing knowledge is also mentioned as behavior involving various knowledge and skills related to other people, so it is crucial to measure a person's behavior to ensure that knowledge is shared Appel-

Meulenbroek, Weggeman, and Torkkeli (2018). The measurement is observable from people sharing knowledge, organizations using employees' ideas, employees sharing ideas explicitly, frequency of knowledge sharing, quantity and quality of knowledge sharing, and the contribution of knowledge sharing (Chang, Liao, Lee, & Lo, 2015; Hejase et al., 2014; Jacobs & Roodt (2007); Neurink, 2013). Furthermore, as employees attach to a solid knowledge-sharing practice with their co-workers, the negative impacts of the same individuals' self-serving behavior become lesser Adil, Kausar, Ameer, Ghayas, and Shujja (2021); Ramasamy and Thamaraiselvan (2011). Hence, from an organization's point of view, knowledge sharing is implemented by employees with other colleagues, a leader with employees, and a senior employee with employees who have not worked in the organization long enough. Therefore, given these parameters, it is hypothesized that knowledge sharing has a significant effect on OCB. Thus, we propose the following hypothesis:

Hypothesis 6. *Knowledge sharing positively influences OCB.*

2.4 The Mediating Effect of OC on the Relationship between SL and KS

Previous research has shown that servant leadership affects organizational culture and performance Saleem, Zhang, Gopinath, and Adeel (2020); Tianingrum (2021). In organizational performance, this also impacts employee performance, whereas organizational culture also influences it Harwiki (2016). In addition, some factors cause the organizational culture to have an influence and an excellent mediator to knowledge sharing; these factors are managing change, achieving goals, innovation, good teamwork, rules, consistency, and involvement. All of which are part of the interaction relationship between fellow members of the organization with the beliefs, rules, and norms created by the organization that can directly increase knowledge sharing Al-Alawi et al. (2007); Sashkin and Rosenbach (1996); Van Muijen (1999). Moreover, there is a connection between servant leadership and knowledge sharing. Amin, Ahmed, and Soomro (2019); Sial, Zulfiqar, Ali Kousar, and Habid (2014) found that servant leadership plays a significant role in reducing or increasing the knowledge of workers or members of an organization by providing autonomy and direction so that organizational members can work with focus and concentration on self-development to achieve their performance goals. Thus, servant leadership influences the dissemination of information. Reslan, Garanti, and Emeagwali (2021) underlined that servant leadership might facilitate sharing information through mediation variables. According to Tasneem and Quresh (2020), organizational culture mediates the relationship between servant leadership and knowledge sharing. In conclusion, corporate culture mediates the relationship between servant leadership and knowledge sharing. Consequently, we suggest the following hypothesis:

Hypothesis 7. *Organizational culture mediates the influence between SL and KS.*

2.5 The Mediating Effect of OC on the Relationship between SL and OCB

Other studies show that the influence of organizational culture can mediate strongly between servant leadership and OCB [Harwiki \(2016\)](#). It is explained that servant leadership can influence OCB through organizational culture. It is found that a leader with a leadership spirit that serves can create organizational culture, that the higher the servant leadership, the stronger the organizational culture [Sihombing et al. \(2018\)](#). This is reflected in behaving ethically, awareness, persuasion, empowering, conceptualization, foresight, stewardship, growth, and community-building [Elche et al. \(2020b\)](#); [Liden et al. \(2008\)](#). Moreover, a strong organizational culture can improve OCB through a system [Ebrahimpour, Zahed, Khaleghkhah, and Sepehri \(2011\)](#). A system built to influence organizational members to contribute voluntarily becomes a continuous behavior [Arumi et al. \(2019\)](#); [Riyanto and Hapsari \(2020\)](#). Thus, servant leadership has a partially supported (indirect effect) on OCB by exerting a strong and good influence on others. Thus, we propose the following hypothesis:

Hypothesis 8. *Organizational culture mediates the influence between SL and OCB.*

2.6 The Mediating Effect of KS on the Relationship between SL and OCB

Based on prior research, servant leadership promotes knowledge sharing because servant leaders play a crucial role in enhancing employee knowledge so that employees may concentrate on their tasks and achieve success [Amin et al. \(2019\)](#); [Sial et al. \(2014\)](#). Similarly, the influence of information sharing on OCB has an effect, which explains that knowledge sharing can alter behavior by having a considerable effect on others for overtly and implicitly conveyed ideas. Even the negative impact on self-interest is minimal [Adil et al. \(2021\)](#); [Hejase et al. \(2014\)](#); [Ramasamy and Thamaraiselvan \(2011\)](#). In addition, [Sari, Junita, and Ritonga \(2021\)](#) indicated that the knowledge-sharing component of employee empowerment could be a powerful mediator between servant leadership and OCB, meaning that servant leadership has a partially supported (indirect) effect on OCB. Consequently, we suggest the following hypothesis:

Hypothesis 9. *Knowledge sharing mediates the influence between SL and OCB.*

3. METHODS

3.1 Research Design

This research uses a descriptive and explanatory study to test hypotheses between the construct variables. This research's explanatory research method uses a quantitative approach by Partial-Least Squares Structural Equation Modeling (PLS-SEM). This research explains the cause of an event that requires identifying various variables outside the problem to confirm the cause and define the mediation analysis. There are two types of mediation for the mediation analysis: complete and partial mediation. Full mediation is predicted when the direct effect c' is insignificant, but the indirect effect axb is

considerable. Almost all situations exhibit partial mediation (Carrión, Nitzl, & Roldán, 2017) because both the direct effect c_0 and the indirect effect ab are significant. The questionnaire was issued to the Human Resources Bureau staff of the Head Office Financial and Development Supervisory, who will fill it out by describing how they feel while working and processing smartPLS 3.

Explanatory research describes the position of the variable to be studied with the relationship between one variable and another variable in the study, also called a theoretical design Bentouhami, Casas, and Weyler (2021). The hypothesis is tested to show that the hypothesis can be proven scientifically and can be accounted for; this study also uses a descriptive approach to describe the phenomenon of the object of research or research results. The descriptive research method is to find the status of a group of humans, an item, a condition, a system of thought, or an event in the present with the proper interpretation (Nassaji, 2015). This method identifies and explains the variables' understudy characteristics in a situation. The validity and reliability test looks at convergent validity, discriminant validity, composite reliability, and the inner model with smartPLS 3.

3.2 Sampling and Data Collection

This study's target audience consists of Indonesian Human Resources Bureau personnel at the Central Office of the Financial and Development Supervisory Agency. The Human Resources Bureau of the Central Office of the Financial and Development Supervisory Agency is a government agency tasked with supervising the increase of in-state/regional revenues as well as the efficiency and effectiveness of state/regional expenditure budgets, including conducting audits, consultations, assistance, and evaluations of representative offices in all provinces of Indonesia. The sample consisted of 103 participants. This study is deemed suitable for quantitative PLS-SEM analyses. The smallest sample size that can be employed is a minimum of 30 samples Ardiansyah, Fitriyani, and Ahmad (2021); Marliana (2020). The questionnaire was composed in Indonesian and disseminated through Google Forms.

3.3 Proposed Measurement

In this study, construct four primary variables, including mediating variable. The variables are the knowledge sharing (KS) scale developed Jacobs and Roodt (2007); Neurink (2013), and servant leadership (SL) is adapted from Elche et al. (2020b); Liden et al. (2008). Organizational culture (OC) was measured by Tasneem and Quresh (2020); Van Muijen (1999), and organizational citizenship behavior (OCB) was constructed by Habeeb (2019). Moreover, OC and KS are mediating variables between SL and KS and SL and OCB. Furthermore, the constructs used in the instrument consisted of seven to nine items with a total of 30 items. All items were measured on a five-point Likert scale (strongly disagree – strongly agree).

4. RESULTS

4.1 Sample Characteristics

Table 1 shows the respondents' distribution of 103 respondents of the Human Resources Bureau. In terms of gender, 54 respondents (52.4%) were male, and 49 respondents (47.6%) were female. The age between 31-40 is the majority, 50 persons or 48.5% of the total respondents. The second large group had 24 respondents aged 20-30 years (23.3%), and the smallest group had 12 respondents aged 51-60 years (11.7%). Most respondents had obtained a bachelor's (44 persons, 42.7%) or higher (30 persons, 29.1%), and only a minority of 6.8% (7 persons) had received a lower level of formal education. Overall, 46 respondents (44.7%) reported they had 10 or fewer years of work experience, followed by 29 respondents (28.2%) with 11-20 years and 20 respondents (19.4%), respectively. A minority of 7.7% (8 persons) had more than 30 years of work experience.

Table 1. Respondent's Distribution

Respondent's characteristics	Frequency	Percentage
<i>Gender</i>		
Female	54	52.4%
Male	49	47.6%
<i>Age Groups</i>		
20-30 year	24	23.3%
31-40 year	50	48.5%
41-50 year	17	16.5%
51-60 year	12	11.7%
<i>Educational Level</i>		
Secondary education	7	6.8%
Diploma	22	21.4%
Bachelor	44	42.7%
Master	30	29.1%
<i>Experience Years</i>		
1-10 years	46	44.7%
11-20 years	29	28.2%
21-30 years	20	19.4%
31-40	7	6.8%
>41 years	1	0.9%

Source: authors' computation with SmartPLS 3.2.9

4.2 Goodness of fit (GoF)

The geometric mean of the average communality and average R² for endogenous constructs is the Goodness of Fit (GoF) index with a GoF range between 0 and 1, determining GoF small = 0,10, GoF the medium = 0,25 and GoF large = 0,36 [Akter, D'Ambra, and Ray \(2011\)](#). The calculation used is by finding $\sqrt{(\text{communality} \times R^2)}$, and the result found that the communality value is 0.50 and R² is 0.602. Based on the results, the goodness of fit from this model is 0.43. Therefore, the model includes a large scale which means that the model in this study has a high ability to explain empirical data. Overall, it can say that the model form is valid and reasonable.

4.3 Assessment of the Measurement Model

Three measures were used to assess convergent validity: average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha (Alpha) [Sawaeen and Ali \(2020\)](#). All the convergent validity metrics were clearly greater than the thresholds cited in relevant literature: CR > 0.7, AVE > 0.5, Cronbach's alpha > 0.7, Rho_A > 0.7, outer loading > 0.5, and KMO > 0.6 [Carrión et al. \(2017\)](#); [Fornell and Larcker \(2012\)](#). There was no missing data, so no imputation methods were used. Therefore, it concludes that the model's convergent requirements of validity and reliability were met.

First, this study identified 30 measurement items from the model tested for reliability and validity. As indicated in [Table 2](#), KS, OC, OCB, and SL were formative, so a reliability test using composite reliabilities (CR), average variance extracted (AVE), alpha Cronbach's (Alpha), and KMO (Kaiser–Meyer–Olkin) were applicable. For the constructs (knowledge sharing, servant leadership, organizational culture, and organizational citizenship behavior), the outer loadings of all observed variables ranged between 0.70 and 0.91, which was above the cut-off value of 0.50. The CR values of the four constructs were from 0.93 to 0.96, indicating that the measurements were reliable. While the AVE values of the four constructs were between 0.67 and 0.71, all higher than the 0.50 limit, suggesting a satisfactory convergent validity. The Alpha values of the four constructs were between 0.92 and 0.95, all higher than 0.7. For the KMO, values ranged between 0.7 and 0.86.

Assessing discriminant validity by comparing the square root of each construct's AVE to all of its correlations with other constructs [Fornell and Larcker \(2012\)](#). All AVE square roots must be bigger than any correlation between the respective construct and another construct [Carrión et al. \(2017\)](#). Second, it was established that none of the inter-correlations between constructs exceeded 0.90. Thirdly, the discriminant validity was evaluated by ensuring that each item had the highest loading with its respective construct. The discriminant validity and reliability were acceptable, as indicated by all three tests.

Table 2. Test of Composite Reliability, Convergent Validity, and Discriminant Validity

Latent Constructs	Items	Loadings	α	Rho_A	CR	AVE	KMO
Min. Value		>0.5	>0.6	>0.7	>0.7	>0.5	>0.6
Knowledge Sharing (KS)	KS 1	0.69	0.92	0.92	0.94	0.69	0.86
	KS 2	0.58					
	KS 3	0.77					
	KS 4	0.68					
	KS 5	0.64					
	KS 6	0.88					
	KS 7	0.76					
Organizational Culture (OC)	OC 1	0.69	0.92	0.92	0.70	0.92	0.70
	OC 2	0.60					
	OC 3	0.72					
	OC 4	0.71					
	OC 5	0.84					
	OC 6	0.92					
	OC 7	0.88					
Organizational Citizenship Behavior (OCB)	OCB 1	0.85	0.91	0.91	0.93	0.67	0.84
	OCB 2	0.82					
	OCB 3	0.86					
	OCB 4	0.66					
	OCB 5	0.60					
	OCB 6	0.61					
	OCB 7	0.74					
Servant Leadership (SL)	SL 1	0.78	0.94	0.94	0.95	0.70	0.82
	SL 2	0.88					
	SL 3	0.87					
	SL 4	0.83					
	SL 5	0.77					
	SL 6	0.90					
	SL 7	0.95					
	SL 8	0.68					
	SL 9	0.83					

Note: α , Cronbach's Alpha; CR, Composite reliability; and AVE, Average variance extracted.

Table 3. Heterotrait–Montrait (HTMT)

Constructs	KS	OC	OCB	SL
KS				
OC	0.672			
OCB	0.744	0.809		
SL	0.780	0.730	0.746	

Source: authors' computation with SmartPLS 3.2.9

The result of discriminant validity indicates a high level with values of 0.63 and 0.84 no higher than 0.9. Based on [Table 2](#) for the robustness of the discriminant validity test, we also calculated the Heterotrait–Montrait (HTMT) values based on a bootstrapping routine [Henseler, Hubona, and Ray \(2016\)](#). The HTMT values ranged between 0.67 and 0.8, significantly below 0.85, providing more robust evidence for discriminant validity ([Table 3](#)).

Table 4. Fornell-Larcker Criterion

Constructs	KS	OC	OCB	SL
KS	0.836			
OC	0.629	0.842		
OCB	0.687	0.849	0.821	
SL	0.723	0.694	0.697	0.841

Source: authors' computation with SmartPLS 3.2.9

Comparing the root value of the AVE (Fornell-Larcker Criterion) to the correlation coefficient between latent variables is an additional way to determine a construct's validity. Suppose the square root of the AVE for each construct is greater than the correlation coefficient between the constructs and the other constructs in the model. In this scenario, it is stated that the model has a high discriminant validity value at this level [Fornell and Larcker \(2012\)](#). According to [Table 4](#), the Fornell-Larcker values for each latent variable are as follows: KS = 0.836, OC = 0.842, OCB = 0.821, and SL = 0.841. These values are all greater than the AVE value.

4.4 Multicollinearity Test

Based on the results of the multicollinearity test shown in [Table 5](#), the value of the inner variance–inflation factor (VIF) on the knowledge sharing variable is 2.290, VIF on organizational culture variables of 2.049 VIF on the servant leadership variable is 2.667. The VIF value of the three variables can conclude that the three independent variables do not have multicollinearity issues because each independent variable has a VIF value < 10.00.

Table 5. Inner of Variance–Inflation Factor (VIF)

Constructs	Inner VIF
KS	2.290
OC	2.049
SL	2.667

Note: VIF value < 10.00

4.5 Structure Model

Using SmartPLS software, the suggested model and hypotheses are evaluated using a partial least squares (PLS) approach. Compared to conventional covariance-based structural equation modeling, the PLS approach can give higher predictive significance concentrations in identical conditions [Carrión et al. \(2017\)](#).

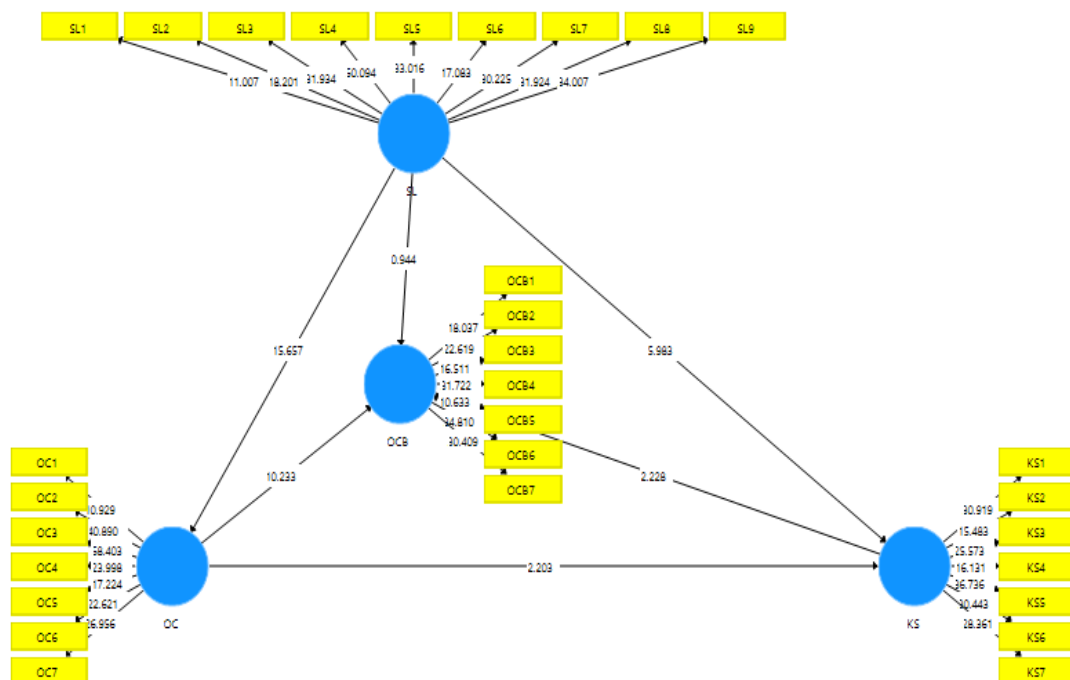


Figure 1. Result of PLS Structural Modeling Testing

As shown in Figure 1, the sample size of 103 greatly exceeded the minimal number of route relationships directed at any construct of 30, set as a guideline for valid PLS estimations [Marliana \(2020\)](#). The standardized root mean squared residual value of the composite model, 0.09, was less than the required value of 0.10 ([Marliana, 2020](#)), indicating a satisfactory fit for the estimated structural model based on the survey data.

Figure 2 shows the overall results of this research model. It is described in more detail in Table 5, which is used from the results of calculating the significance of the influence between variables. The results are the individual paths following seven different path models to test the proposed hypotheses. The indices comprised the β coefficients, t-values, and p-value computed using 5,000 bootstrapping sampling times. Based on the result, adjusted R2 values for OC are 0.50 and 0.76 for OCB, greater than the required value of 0.10. This result indicated that the variance of OCB, the primary dependent variable, was within acceptable levels.

4.6 Effect of the OC, SL, and KS

To evaluate the relevance and significance of the route coefficients of the direct links between organizational culture, servant leadership, and knowledge sharing impacts, the first six study hypotheses were validated.

Table 6. Result of the Hypotheses Testing for Direct Effect

Hypothesis	Paths	β	P-value	Results
H1	OC \rightarrow OCB	0.656***	0.000	Supported
H2	OC \rightarrow KS	0.234*	0.028	Supported
H3	SL \rightarrow OCB	0.092*	0.346	NS
H4	SL \rightarrow OC	0.693***	0.000	Supported
H5	SL \rightarrow KS	0.570***	0.000	Supported
H6	KS \rightarrow OCB	0.207*	0.026	Supported

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, NS= Not Supported

As seen from Table 6, hypothesis 1 (H1) proposes that OC positively influences OCB. This hypothesis was supported; there are positively significant relationships between OC and OCB ($\beta = 0.656$, $p < .001$), and Hypothesis 2 (H2) suggests that OC positively influences KS; the result is supported; there is a significant positive relationship between OC and KS ($\beta = 0.234$, $p < .05$). However, the effect of SL was positive but did not influence OCB ($\beta = 0.092$, $p > .05$). Therefore, hypothesis 3 (H3) was not supported. Hypothesis 4 (H4), which implies that SL positively influences OC, the result was supported, and there is a significant positive relationship between SL and OC ($\beta = 0.693$, $p < .001$). Hypothesis 5 (H5) suggests that SL positively influences KS. This hypothesis was supported, and there are positive relationships between SL and KS ($\beta = 0.570$, $p < .001$). Moreover, hypothesis 6 (H6) implies that KS positively influences OCB, and the result showed that there are positively significant relationships between KS and OCB ($\beta = 0.207$, $p < .05$); hence this hypothesis was supported.

4.7 Mediating Role of Organizational Culture (OC) and Knowledge Sharing (KS)

Apart from the direct effects of the organizational culture, servant leadership, and knowledge sharing, the indirect effects mediated by organizational culture and

knowledge sharing were studied using a bootstrapping approach with 5000 subsamples (Table 7).

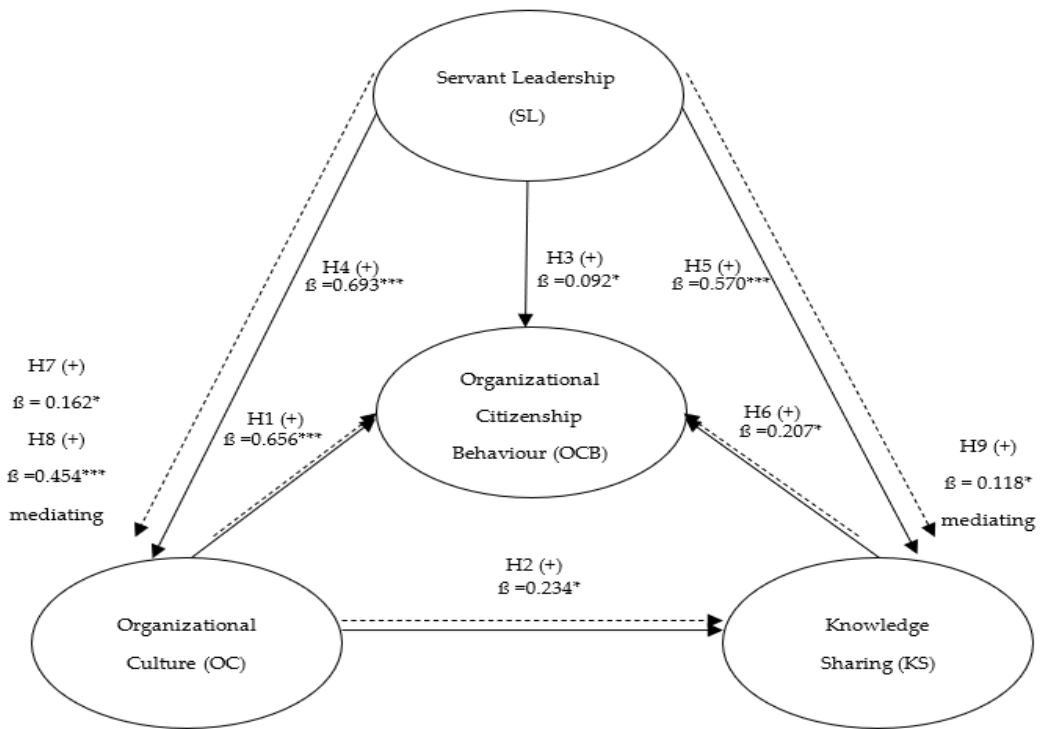


Figure 2. SEM Result with OC and KS as Mediation Variable. Notes: * $p < 0.05$, *** $p < 0.001$.

Table 7. Result of Mediation Hypotheses

Hypothesis	Paths	β	P-value	Results	Mediation
H7	SL \rightarrow OC \rightarrow KS	0.162*	0.028	Supported	Partial mediation
H8	SL \rightarrow OC \rightarrow OCB	0.454***	0.000	Supported	Full mediation
H9	SL \rightarrow KS \rightarrow OCB	0.118*	0.039	Supported	Full mediation

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, NS= Not Supported

Table 7 shows that Hypothesis 7 (H7) OC partially mediates the relationship between SL and KS ($\beta = 0.162$, $p < .05$). Known as partial mediation, based on the H5 result, SL has an influence either directly on KS or indirectly on KS through OC; thus, it is known as partial mediation. Hypothesis 8 (H8) OC mediates between SL and OCB. The result showed that OC fully mediated between SL and OCB ($\beta = 0.454$, $p < .001$). Based on results for H3 between SL to OCB has no influence, so the mediation results can explain that SL does not directly influence OCB but has an indirect influence on OCB through OC. Additionally, hypothesis 9 (H9) showed the result that KS fully mediated between

SL and OCB ($\beta = 0.118$, $p < .05$). Based on H5 SL and OCB results, SL has no influence directly on OCB but indirectly influences OCB through KS. Thus, it is known as a full mediation.

5. DISCUSSION

This study contributed to the body of knowledge by shedding light on OCB theory. Organizations must focus on the elements that become causal factors. This study demonstrated that organizational culture, information sharing, and servant leadership significantly contribute to the effectiveness of an organization in implementing OCB. The findings indicate that organizational culture is one of the most important outcomes of OCB and knowledge sharing. Organizational culture plays a crucial role in implementing and implementing OCB in the workplace, which helps organizations increase the understanding of each member of the organization regarding shared values, attitudes, rules, beliefs, and norms to improve organizational performance [Tulcanaza-Prieto et al. \(2021\)](#); [Yip et al. \(2020\)](#). Understanding common values, rules, beliefs, and norms are vital because it can promote contact amongst fellow company members, change behavior on an ongoing basis, and resolve workplace difficulties [Aboramadan et al. \(2020\)](#); [Al-Alawi et al. \(2007\)](#); [Victoria et al. \(2021\)](#). In order to construct a lasting organizational culture, it is also required to influence fellow members to develop the culture sought by the organization [Arumi et al. \(2019\)](#); [Riyanto and Hapsari \(2020\)](#). In addition, the findings demonstrate the impact of organizational culture on knowledge sharing. Explained that every organization has its cultural peculiarities and distinctiveness and its own organizational culture, visible and invisible cultures. This distinction will be referred to in the future as a characteristic of corporate culture, which in this case, necessitates an adaptable and inventive mindset [Kathiravelu et al. \(2014\)](#). [Adil et al. \(2021\)](#) and Ramsamy & Thamaraiselvan [50] examined the relationship between information sharing and OCB. The study demonstrated that information sharing greatly influences OCB directly and indirectly, which is servant leadership. Information sharing consists of individuals sharing their knowledge, organizations utilizing employees' ideas, employees expressing their ideas explicitly, the frequency, amount, and quality of knowledge sharing, and the contribution of knowledge sharing [Hejase et al. \(2014\)](#); [Jacobs and Roodt \(2007\)](#); [Neurink \(2013\)](#). Knowledge exchange is also stressed as the primary component of OCB, which assists organizations in growing and developing the behavior of each member. This requires sharing information with others; hence, it is essential to measure one's conduct to ensure that knowledge is shared [Appel-Meulenbroek et al. \(2018\)](#); [Chang et al. \(2015\)](#). Thus, knowledge is not only communicated with other organization members but also an interchange of knowledge that can lead to the creation of new knowledge; this is a crucial step for organizations in enhancing the influence of obtained behavior [T. Sulisty and Ardiyanti \(2019\)](#); [Van Den Hooff and De Ridder \(2004\)](#). In addition to being a focal point of the business, servant leadership is a critical element. The findings revealed that servant leadership directly

affects organizational culture and knowledge sharing and indirect effects on organizational citizenship behavior (OCB) via organizational culture and information sharing. Having a leader who serves by prioritizing the needs of others and a dedication to serving all members of the organization results in improved and positive environmental behavior and the achievement of organizational objectives [Neubert et al. \(2022\)](#); [Setiawan \(2019\)](#). In addition, a leader's ethical behavior, awareness, persuasion, empowering, conceptualization, foresight, stewardship, growth, and community building as a role model for all organization members [Elche et al. \(2020b\)](#); [Liden et al. \(2008\)](#) are essential qualities. As for culture, organizations require someone who can cultivate a culture of service, particularly public sector organizations whose principal mission is to offer public services.

Consequently, the competence of a servant-leader is necessary, particularly in giving emotional support and enhancing problem-solving skills, which is crucial for establishing an organizational culture [Harwiki \(2016\)](#); [Sihombing et al. \(2018\)](#). In addition, it is the responsibility of a servant leader to expand employee knowledge so that they may concentrate on attaining their performance [53-54]. Thus, public sector organizations' objectives and performance can generally be described.

5.1 Theoretical Implications

The success of enhancing organizational performance cannot be divorced from a deep grasp of organizational principles by every person in the organization through change management, goal achievement, creativity, good cooperation, rules, consistency, and involvement [Joseph and Kibera \(2019\)](#); [\(Sashkin & Rosenbach, 1996\)](#). Therefore, a strong organizational culture is required to fill the void by offering the same influence and concept so that each member can increase their contribution and volunteer engagement to establish an organization that properly understands its principles [Jeong et al. \(2019\)](#). Therefore, a strong organizational culture can facilitate OCB implementation and information sharing inside an organization. In addition, it should emphasize that knowledge sharing encompasses both explicit and implicit knowledge and has a positive influence on individual behavior. Therefore, organizations must engage in information exchange to boost OCB.

On the other hand, various firm operations, including utilizing other resources, can also aid in implementing and realizing servant leaders. In addition, organizational members need to implement by examining examples of leaders who serve with moral perfection and good moral attributes. So that they feel honest in helping others who contribute to good organizational culture and have an impact on other organization members [Dennis and Bocarnea \(2005\)](#); [Jeong et al. \(2019\)](#); thus, the organization can fulfill its objectives and, through a robust organizational culture and effective information sharing, may also develop a solid OCB. This is essential for organizations to enhance and implement OCB within the organization.

5.2 Practical Implications

Organizational culture is crucial for the public sector in improving the implementation of OCB as a symbol and values, and organizational identity. As it is known that organizations that implement OCB comprehensively and adequately can benefit the organization's future, improve organizational performance, increase stakeholder satisfaction, encourage increased productivity, and achieve higher goals for all members of the organization-specific and measurable. For this reason, the organization's identity is essential to achieve the implementation of OCB perfectly. Thus, organizations, especially the public sector, must improve the process of developing their organizational culture to be strong by determining more explicit organizational goals so that each organization member can more easily carry out their duties and obligations following the setting of organizational goals. In addition, organizations need to take advantage of the potential of internal resources by involving every member of the organization in channeling ideas and ideas to make decisions so that cooperation between members and groups can be realized.

Similarly, by establishing a robust cultural network, especially among top management, a company can develop a culture that adheres to its principles and serves the public's requirements. Therefore, firms using OCB must prioritize and strengthen organizational culture to fulfill organizational objectives. Implementing knowledge sharing forces organizations to have potential organizational members to facilitate knowledge exchange processes and activities. With this application, the organization can create and maintain a competitive advantage. Public sector organizations need to achieve a competitive advantage in establishing and maintaining their reputation for stakeholders by realizing bureaucratic reform. The bureaucratic reform agenda is a big step for the Indonesian government to provide excellent service to the public by applying the principles of clean government and good governance. Public sector organizations continue to encounter difficulties in implementing knowledge sharing for various reasons, including a lack of organizational member awareness regarding the importance of knowledge sharing, a lack of transparency, unorganized knowledge sharing, and an unsupportive organizational culture. These factors impede organizations from implementing knowledge sharing, resulting in the absence of an OCB system. Implementing knowledge sharing will result in bureaucratic reform, which is the basis for OCB. For this reason, businesses must modify and develop numerous regulations and modernize policies by adopting new paradigms through knowledge exchange by boosting the participation of organizational members, enhancing collaboration, and promoting and instilling the correct mindset.

The public sector needs a leader who serves so that the implementation of OCB can be achieved through organizational culture and knowledge sharing. Specifically, the OCB system will not be realized without a role model who can serve as an example for all organization members. With this situation, the organization will find it challenging to

achieve its goal of bureaucratic reform, namely providing excellent and quality services to the public. As a result, the organization will have a significant burden and will not be able to create the expected environment. As is well known, a servant leader is a servant to others and influences people by offering motivation, not only by utilizing their authority but also by employing the power to move and alter the conduct of others. Its purpose is to serve with a comprehensive perspective and moral principles. Thus, if the organization has such leaders, its organizational culture and information exchange will shape and develop high-level behaviors that affect OCB. In addition, the fact that every human being is created equal encourages equality so that, despite inequalities in status, leaders who serve will conduct equitably. With a servant-leader, every member of the organization will provide the highest level of service. Therefore, companies must make changes and improvements by developing servant-leaders, including forming change agents who will cultivate a culture and exchange information to serve as a model for all organization members.

6. CONCLUSIONS AND LIMITATIONS

6.1 Conclusions

The public sector in developing nations struggles to implement bureaucratic reform to provide the public with exceptional and high-quality services. Current concerns are behaviors that harm the organization and even become an impediment to accomplishing corporate objectives. In order to implement OCB so that bureaucratic reform can be realized and problems inside the organization may be resolved, members of the organization must modify their behavior. This study intends to define the description and evaluate the components of organizational culture, servant leadership, and knowledge sharing that will improve OCB implementation for bureaucratic change. This study's model is valid, logical, and appropriate. The measurement of convergent and discriminant validity can reveal the validity and reliability of each criterion. The scale results include models with a strong capacity to explain empirical facts. The coefficient and p-value reveal both direct and mediation effects in evaluating the hypothesis.

This study proposes 30 criteria from four elements that have been evaluated for their validity and reliability. In this study, nine hypotheses are investigated; six are direct effect tests, and the remaining three are indirect or mediation tests. As a result, corporate culture influences OCB and information exchange directly. The influence of servant leadership on company culture and information sharing is direct. It influences information sharing indirectly through corporate culture, a phenomenon known as partial mediation. The influence of servant leadership is direct on corporate culture and knowledge exchange and indirect on OCB. As a result, organizational culture and knowledge sharing are the mediating influences between servant leadership and OCB.

6.2 Limitations and Future Study

However, in this study, there are still some limitations. First, this study identifies essential aspects such as organizational culture, knowledge sharing, and servant leadership in implementing OCB in public sector organizations to build a useful theoretical structure for realizing bureaucratic reform. This discussion may not thoroughly discuss other aspects. Future studies could further investigate the challenges and constraints of OCB and their impact on overall organizational performance. Second, this study only identifies public sector organizations in Indonesia, so similar research is also needed for private sector organizations to be more generalized. Third, the results obtained may be significantly influenced by an objective assessment because there are only 103 respondents who mastered their fields. It is hoped that further research can increase the number of respondents to avoid these problems.

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