

# The Influence of Transformational Leadership, Servant Leadership, Spiritual Leadership on Organisational Citizenship Behaviour

**Prissilia Angelika**

*Faculty of Business and Management  
Batam International University*

**Muhammad Donal Mon, S.E., M.M**

*Study Programme Faculty of Business and Management  
Batam International University*

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## Abstract:

**Purpose:** This study aims to examine the effects of transformational leadership, servant leadership and spiritual leadership on organisational citizenship behaviour.

**Design/Methodology/Approach:** This study uses quantitative methods with a population of 300 people. The data analysis technique uses SmartPLS software version 3.0.

**Findings:** The results showed that transformational leadership, servant leadership and spiritual leadership had a positive and significant effect on organisational citizenship behaviour.

**Research limitations, Implications:** The limitations of this study consist of a small sample size, focusing on one organisation, a short research time and only looking at direct influence. It is suggested that the results of the basic PLS SEM algorithm should be expanded by using the Importance-Performance Map and further research can use other variables or use mediation to see the relationship with organisational citizenship behaviour.

**Practical implications:** This journal offers a clear application of structural modelling of latent variables to use PLS-SEM that should be routinely applied by academics, practitioners and researchers when having data that does not conform to distributional assumptions.

**Originally/Value:** This journal provides a clear use of PLS-SEM instead of CB-SEM and the use of PLSpredict in the context of developing country contexts, particularly in Indonesia.

**Keywords:** *Transformational Leadership, Servant Leadership, Spiritual Leadership, Organizational Citizenship Behavior, OCB, Organizational Performance, Employee Motivation, Employee Development.*

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## I. INTRODUCTION

Lecturers play a central role in the realisation of higher education performance, which is driven by three main indicators: graduate quality, lecturer quality, and curriculum. These indicators require higher education institutions to demonstrate the ability to adapt to the times, have a more direct impact on society and achieve international higher education standards. Of the many universities in Indonesia, only four are ranked and accredited as excellent. This situation underscores the need to develop lecturers by maintaining a balance between their needs and the needs of higher education institutions. Effective management of lecturers as potential human resources in the higher education system is essential to encourage positive organisational behaviours, foster behaviours that go beyond the call of duty, and nurture innovative lecturers. The approach to achieving this is to foster organisational citizenship behaviour.

According to (Aprianti & Baihaki, 2019) Organisational citizenship behaviour is an individual's discretionary behaviour, which is not directly or explicitly expected by the formal reward system and which all contribute to the effective functioning of an organisation. Organisational citizenship behaviour has been defined as a person's discretionary behaviour that is not directly or explicitly recognised by the formal system. However, taken together, they contribute to the more efficient functioning of the organisation. These behaviours are considered important because they are not governed by predefined standards, yet they influence performance appraisals and organisational effectiveness (Podsakoff, 2000). Therefore, building citizenship behaviour among lecturers is important in responding effectively to the challenges of globalisation and education policy. Citizenship behaviour can arise because it is influenced by several factors such as transformational leadership, servant leadership and spiritual leadership.

Previous research which suggests that there is an influence between transformational leadership and organisational citizenship behaviour is research from (Abdulrab et al., 2020) Explore This study examined the relationship between transformational leadership, psychological empowerment, and organisational citizenship behaviour using quantitative methodology. Questionnaires were sent to 260 academic staff members working in five Malaysian research institutes (MRUs). The findings showed a substantial correlation between transformational leadership and psychological empowerment with corporate citizenship behaviour. Other research related to the influence between servant leadership on organisational citizenship behaviour is research from (Gnankob et al., 2022) who explored the influence between servant leadership on organisational

citizenship behaviour through the intervention role of public service motivation (PSM) and the length of time spent with leaders by using quantitative methods and distributing questionnaires to 328 people in six metropolitan cities in Ghana. The results showed that there is a significant influence between servant leadership on organisational citizenship behaviour through the intervention role of public service motivation (PSM) and the length of time spent with the leader. The influence between spiritual leadership on organisational citizenship behaviour was also suggested by (Djaelani et al., 2020) explored the influence of spiritual leadership, work attitudes, and organisational citizenship behaviour using quantitative methods and distributed 170 questionnaires to Islamic University lecturers. The result of his research is that there is an influence of spiritual leadership, work attitudes on organisational citizenship behaviour. Other research was conducted by (Achmad Sani Supriyanto & Vivin Maharani Ekowati, 2020) explored the influence of spiritual leadership and organisational citizenship behaviour using quantitative methods and distributed 220 questionnaires to lecturers at State Islamic Religious Universities (PTKIN) around East Java. The result of his research is that there is an influence of spiritual leadership on organisational citizenship behaviour.

The research to be conducted has similarities and differences with the previous studies described above. The quantitative approach is the method used, giving rise to similarities. In addition, the research location, sample size, research subjects, and variables to be used are the main differences between this research and previous research, namely transformational leadership, servant leadership and spiritual leadership on organisational citizenship behaviour.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Basis

Social Learning Theory is a theory of social learning and behaviour that proposes that new behaviours can be acquired by observing and imitating others. The theory states that learning is a cognitive process that occurs in a social context and can occur purely through observation or direct instruction, even in the absence of motor reproduction or direct reinforcement. Social learning theory suggests that people learn by observing Bandura's behaviour. (2004). Social learning theory is an extension of the traditional behaviouristic learning theory developed by (Bandura, 2004). This theory accepts most of the principles of behavioural learning theories, but places more emphasis on the effects of cues on behaviour, and on internal mental processes. Of the empirical approaches to measuring individual levels of OCB reveal that most existing studies have used one of three methods: (a) obtaining manager reports on employee activities and behaviours; (b) obtaining employee reports on employee behaviours; and (c) obtaining employee reports on employee activities and behaviours. (Vigoda, 2000); (b) get peer to peer assessment from employees (Podsakoff et al., 1996); and (c) using self-assessment by members of the organisation of their own activities at work. (Robinson, 1995).

### 2.2 Empirical Basis

#### Transformational Leadership

Transformational leadership means leadership that can make basic changes and is based on religious values, systems and culture to make an innovation and creativity that follows in order to achieve an existing vision. The concept of this leadership offers a view of change in all educational institutions so that followers are aware of their existence in building institutions that are ready to encourage change and even make changes. (Muhammad Iqbal, 2021).

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#### Spiritual Leadership

Spiritual leadership is an observable phenomenon that occurs when an individual embodies spiritual values such as integrity, honesty and humility through personal branding as a trusted, reliable and praised role model in leading a particular organisation. (Sholikhah et al., 2019).

#### Organisational Citizenship Behaviour

According to (Aprianti & Baihaki, 2019) Organisational citizenship behaviour is the behaviour of a person who is free, who does not directly and explicitly obtain expectations from the formal reward system and all of which provide an impetus for the effectiveness of the function of an organisation. It is free, helpful, obedient to the rules, a positive attitude because this behaviour does not have to be in the requirements of the role or description of a position that is clearly given based on the contract with the company or organization, but as an individual choice.

#### Relationship between Transformational Leadership and Organisational Citizenship Behaviour

Transformational leadership will have a positive effect if in an organisation, leaders are characterised by flexibility, innovation, and creativity. In addition, leaders should be able to motivate their employees to prioritise the interests of the team over their own. This transformational leader is more transparent and instils trust in the workforce by giving them authority. In addition, these leaders can make their workforce work hard and be willing to go above and beyond. (Lamidi, 2008). Some previous research that suggests that there is a relationship or influence between transformational leadership on organisational citizenship behaviour is first, research from (Khairuddin, 2021) suggests there is an influence of transformational leadership on organisational citizenship behaviour. With a coefficient of determination of 20.3% on organisational citizenship behaviour. Second, research from (Abdulrab et al., 2020) with a coefficient of determination of 33% on organisational citizenship behaviour. Third, research from (Roby Irzal Maulana, 2020) with a coefficient of determination of 37.4% on organisational citizenship behaviour. Fourth, research from (Fanani & Abadiyah, 2023) with a coefficient of determination of 66.9% on organisational citizenship behaviour. Fifth, research from (Budi Nugroho et al., 2023) with a coefficient of determination of 43.1% on organisational citizenship behaviour. Sixth, research from (Gunawan & Abadiyah, 2022) with a coefficient of determination of 51.5% on organisational citizenship behaviour. Seventh, research from (Diana Hapsari et al., 2021) with a coefficient of determination of 75.5% on organisational citizenship behaviour. Eighth, research from (Ningsih et al., 2023) with a coefficient of determination of 81.4% on organisational citizenship behaviour. The nine studies from (Yanuar Saksono et al., 2022) with a coefficient of determination of 81.4% on organisational citizenship behaviour. The nine studies from (Nurjanah et al., 2020) with a coefficient of determination of 42.2% on organisational citizenship behaviour.

#### **Relationship between Servant Leadership and Organisational Citizenship Behaviour**

*Servant leadership* pays attention to employees who are involved in decision-making so that they can have experience and knowledge in both practice and management. Great support from leaders towards employees will realise the role of organisational citizenship behaviour in improving abilities at the time of task execution to increase company satisfaction and performance. Some previous research that suggests that there is a relationship between servant leadership and organisational citizenship behaviour is first, research from (Gnankob et al., 2022) stated that servant leadership affects organisational citizenship behaviour. Second, research from (Fatril et al., 2022) with a coefficient of determination of 69.3% on organisational citizenship behaviour. Third, research from (Pratama et al., 2020) with a coefficient of determination of 28.1% on organisational citizenship behaviour. Fourth, research from (Aprian Wahyu et al., 2019) with a coefficient of determination of 28.1% on organisational citizenship behaviour. Fourth, research from (Shafi et al., 2020) with a coefficient of determination of 39.7% on organisational citizenship behaviour. Sixth, research from (Ratna Syaka Aprilda et al., 2019) with a coefficient of determination of 39.7% on organisational citizenship behaviour. Sixth, research from (Fernanda Alvianita Astika Putri, 2023) with a coefficient of determination of 62.7% on organisational citizenship behaviour. Eighth, research from (Al Faruqi, 2020) with a coefficient of determination of 66.6% on organisational citizenship behaviour. Ninth, research from (Ismail & Saepul, 2023) with a coefficient of determination of 50.7% on organisational citizenship behaviour. Tenth, research from (Subhaktiyasa et al., 2023) with a coefficient of determination of 32% on organisational citizenship behaviour.

#### **Relationship between Spiritual Leadership and Organisational Citizenship Behaviour**

Spiritual leadership is a collection of attitudinal values and behaviours needed to motivate themselves and others intrinsically, so that members of the organisation have a feeling of spiritual survival through membership and skills. In this case the leaders motivate the lecturers directly in carrying out their work, the leaders are high in giving direction to each lecturer in carrying out their work so that the lecturers will carry out the work to complete the work. This shows that the better this spiritual leadership is, the better the citizenship behaviour will be (Jasman Sarifuddin & Andri Soemitra, 2022). Spiritual leadership is a collection of attitudinal values and behaviours needed to motivate themselves and others intrinsically, so that members of the organisation have a feeling of spiritual survival through membership and skills. In this case the leaders motivate the lecturers directly in carrying out their work, the leaders are high in giving direction to each lecturer in carrying out their work so that the lecturers will carry out the work to complete the work. This shows that the better this spiritual leadership is, the better the citizenship behaviour will be. (Subhaktiyasa et al., 2023) with a coefficient of determination of 51.1% on organisational citizenship behaviour. Second, research from (Gocen & Sen, 2021) with a coefficient of determination of 46.5% on organisational citizenship behaviour. Third, research (Ansory et al., 2022) with a coefficient of determination of 68.8% on organisational citizenship behaviour. Fourth, research from (Christina Heti Tri Rahmawati et al., 2023) with a coefficient of determination of 93% on organisational citizenship behaviour. Fifth, research from (Putu Gede Subhaktiyasa, 2023) with a coefficient of determination of 47% on organisational citizenship behaviour. Sixth, research from (Muharom, 2023) with a coefficient of determination of 63% on organisational citizenship behaviour. Seventh, research from (Putra & Khan, 2023) with a coefficient of determination of 94% on organisational citizenship behaviour. Eighth, research dari (Jufrizen, 2021) with a coefficient of determination of 84% on organisational citizenship behaviour. Ninth, research from (Achmad Sani Supriyanto & Vivin Maharani Ekowati, 2020).

The following hypotheses are based on the above to examine the influence of transformational leadership, servant leadership and spiritual leadership on organisational citizenship behaviour. Thus, this study proposes the following hypotheses:

H1: Transformational leadership has a significant effect on organisational citizenship behaviour

H2: Servant leadership has a significant effect on organisational citizenship behaviour

H3: Spiritual leadership has a significant effect on organisational citizenship behaviour

### Conceptual Framework

Based on previous theoretical and empirical studies, the researcher developed a conceptual framework in which transformational leadership, servant leadership and spiritual leadership predict organisational citizenship behaviour (Figure 1). Based on social learning theory studies, the authors conceptualised how the latent constructs of organisational citizenship behaviour are related to each other.

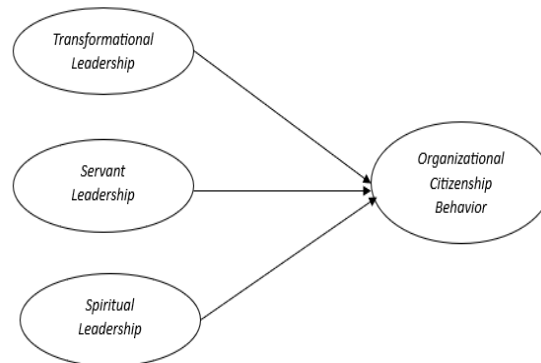


Figure 1. Conceptual Framework

## 3. METHODOLOGY

### Sample and Data Collection

The purpose of this study was to investigate the effects of transformational leadership, servant leadership and spiritual leadership on organisational citizenship behaviour. The statistical population of the study was 300 organisational citizens. To collect data, the sample was randomly selected. This study is a quantitative research and data collection through questionnaires. Data collection was done through a closed self-administered questionnaire with a total of 40 questions. All respondents' responses in this study were valid. All items in this questionnaire are measured by 5-point Likert scale items. This study used PLS-SEM to test the hypothesised model. Partial Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.0 was used to analyse data and modelling paths with latent variables. (Sofyan, 2023). According to (Ghozali & Latan, 2020) PLS-SEM analysis usually consists of two model subchapters: the measurement model called the outer model and the structural model called the inner model. PLS-SEM is designed to maximise the variance explained across all endogenous constructs, therefore it is best suited for prediction and theory building purposes.

### Rationale of choosing PLS-SEM

The reason for choosing PLS is because the research objectives are estimated and the growth of measurement theory is in the form of structuralisation. The model to measure can be clear thinking or formal. Complex structural models or varied research hypotheses. Flexible sample dimensions. No need for special data assumptions or data distribution or data normality.

## 4. RESULT

### PLS SEM Result

PLS SEM analysis consists of two sub models, namely the structural model or often called the inner model and the measurement model or often called the outer model. This outer model is seen through convergent validity and discriminant validity or the amount of outer loading value for each construct. Validity testing is divided into two, namely convergent validity and discriminant validity or *discriminant validity*. Testing convergent validity through assessing the *average variant extracted* (AVE) and outer loading numbers, while discriminant validity by assessing the number *cross loading*. Indicators can be said to meet the requirements of convergent validity in a good category if this indicator has an *outer loading* value greater than 0.70. (Jogiyanto, 2011). PLS SEM analysis consists of two sub models, namely the structural model or often called the inner model and the measurement model or often called the outer model. This outer model is seen through convergent validity and discriminant validity or the amount of outer loading value for each construct. Validity testing is divided into two, namely convergent validity and discriminant validity or *discriminant validity*. Testing convergent validity through assessing the *average variant extracted* (AVE) and outer loading numbers, while discriminant validity by assessing the number *cross loading*. Indicators can be said to meet the requirements of convergent validity in a good category if this indicator has an *outer loading* value greater than 0.70.

**Table 1. Outer Loadings**

| Items | <i>Transformational Leadership</i> | Servant Leadership | Spiritual Leadership | <i>Organizational Citizenship Behavior</i> |
|-------|------------------------------------|--------------------|----------------------|--|
| KT1   | 0.863                              |                    |                      |  |
| KT2   | 0.828                              |                    |                      |  |
| KT3   | 0.853                              |                    |                      |  |
| KT4   | 0.833                              |                    |                      |  |
| KT5   | 0.835                              |                    |                      |  |
| KT6   | 0.847                              |                    |                      |  |
| KT7   | 0.828                              |                    |                      |  |
| KT8   | 0.843                              |                    |                      |  |
| KP1   |                                    | 0.886              |                      |  |
| KP2   |                                    | 0.876              |                      |  |
| KP3   |                                    | 0.890              |                      |  |
| KP4   |                                    | 0.864              |                      |  |
| KP5   |                                    | 0.874              |                      |  |
| KP6   |                                    | 0.889              |                      |  |
| KP7   |                                    | 0.872              |                      |  |
| KP8   |                                    | 0.865              |                      |  |
| KP9   |                                    | 0.905              |                      |  |
| KP10  |                                    | 0.861              |                      |  |
| KP11  |                                    | 0.875              |                      |  |
| KP12  |                                    | 0.890              |                      |  |
| KP13  |                                    | 0.889              |                      |  |
| KP14  |                                    | 0.886              |                      |  |
| KP15  |                                    | 0.877              |                      |  |
| KP16  |                                    | 0.879              |                      |  |
| KS1   |                                    |                    | 0.833                |  |
| KS2   |                                    |                    | 0.846                |  |
| KS3   |                                    |                    | 0.841                |  |
| KS4   |                                    |                    | 0.849                |  |
| KS5   |                                    |                    | 0.818                |  |
| KS6   |                                    |                    | 0.810                |  |
| PKO1  |                                    |                    |                      | 0.857                                      |
| PKO2  |                                    |                    |                      | 0.856                                      |
| PKO3  |                                    |                    |                      | 0.851                                      |
| PKO4  |                                    |                    |                      | 0.899                                      |
| PKO5  |                                    |                    |                      | 0.878                                      |
| PKO6  |                                    |                    |                      | 0.873                                      |
| PKO7  |                                    |                    |                      | 0.849                                      |
| PKO8  |                                    |                    |                      | 0.879                                      |
| PKO9  |                                    |                    |                      | 0.887                                      |
| PKO10 |                                    |                    |                      | 0.885                                      |

Notes: Loadings > 0.7 are acceptable

Based on table 1 shows that the results of the outer model value of each variable indicator are more than 0.70, transformational leadership has the highest *loading factor* value of 0.863 in indicator KT1 and the lowest is 0.828 in indicator KT7, servant leadership has the highest *loading factor* value of 0.905 on indicator KP9 and the lowest 0.861 on indicator KP10, spiritual leadership has the highest *loading factor* value of 0.849 on indicator KS4 and the lowest 0.810 on indicator KS6 and organizational citizenship behaviour has the highest *loading factor* value of 0.899 on indicator PKO4 and the lowest 0.851 on indicator PKO3.

In addition to looking at the value of the outer loading or loading factor, another method used is through the value of the *average variant extracted* (AVE). If the relationship between the indicator and this latent variable is higher than the relationship between the indicator and other latent variables, it can be concluded that the latent variable has discriminant validity in the high category and the requirement to pass this test is an AVE value greater than 0.5. (Uce, 2013).

**Table 2. Average Variant Extracted (AVE)**

| Variable                             | Nilai AVE |
|--------------------------------------|-----------|
| Transformational Leadership          | 0.708     |
| Servant Leadership                   | 0.774     |
| Spiritual Leadership                 | 0.694     |
| Organisational Citizenship Behaviour | 0.760     |

Then based on table 2 shows that the results of the AVE value for all the variables above are 0.50, transformational leadership has an AVE value of 0.708, servant leadership has an AVE value of 0.774, spiritual leadership has an AVE value of 0.694 and organizational citizenship behaviour has an AVE value of 0.760. From the description above, it can be concluded that the value of the outer loadings of each variable indicator is all > 0.70 and the AVE value in each variable is greater than 0.50, it can be concluded that each indicator has met the criteria for convergent validity.

In path analysis or *Structural Equation Modeling* (SEM), discriminant validity is an important concept in *structural* factor analysis and testing this structural model is related to the ability of an instrument or measuring device to distinguish between different constructs or variables. To assess discriminant validity, there are two approaches used, namely *cross-loadings* and *Fornell-Larcker criterion*.

**Table 3. Cross Loading**

| Indicator | <i>Transformational Leadership</i> | <i>Servant Leadership</i> | <i>Spiritual Leadership</i> | <i>Organizational Citizenship Behavior</i> |
|-----------|------------------------------------|---------------------------|-----------------------------|--|
| KT1       | 0.863                              | 0.518                     | 0.524                       | 0.582                                      |
| KT2       | 0.828                              | 0.487                     | 0.491                       | 0.542                                      |
| KT3       | 0.853                              | 0.468                     | 0.510                       | 0.573                                      |
| KT4       | 0.833                              | 0.453                     | 0.525                       | 0.554                                      |
| KT5       | 0.835                              | 0.415                     | 0.489                       | 0.508                                      |
| KT6       | 0.847                              | 0.455                     | 0.500                       | 0.542                                      |
| KT7       | 0.828                              | 0.471                     | 0.501                       | 0.547                                      |
| KT8       | 0.843                              | 0.487                     | 0.507                       | 0.515                                      |
| KP1       | 0.536                              | 0.886                     | 0.510                       | 0.529                                      |
| KP2       | 0.458                              | 0.876                     | 0.480                       | 0.432                                      |
| KP3       | 0.504                              | 0.890                     | 0.482                       | 0.492                                      |
| KP4       | 0.521                              | 0.864                     | 0.481                       | 0.497                                      |
| KP5       | 0.481                              | 0.874                     | 0.461                       | 0.470                                      |
| KP6       | 0.461                              | 0.889                     | 0.451                       | 0.469                                      |
| KP7       | 0.499                              | 0.872                     | 0.516                       | 0.474                                      |
| KP8       | 0.500                              | 0.865                     | 0.494                       | 0.473                                      |
| KP9       | 0.469                              | 0.905                     | 0.457                       | 0.454                                      |
| KP10      | 0.442                              | 0.861                     | 0.464                       | 0.440                                      |
| KP11      | 0.523                              | 0.875                     | 0.454                       | 0.462                                      |
| KP12      | 0.502                              | 0.890                     | 0.488                       | 0.472                                      |
| KP13      | 0.501                              | 0.889                     | 0.493                       | 0.466                                      |
| KP14      | 0.467                              | 0.886                     | 0.451                       | 0.448                                      |
| KP15      | 0.497                              | 0.877                     | 0.448                       | 0.461                                      |
| KP16      | 0.487                              | 0.879                     | 0.493                       | 0.512                                      |
| KS1       | 0.473                              | 0.462                     | 0.833                       | 0.459                                      |
| KS2       | 0.565                              | 0.515                     | 0.846                       | 0.487                                      |
| KS3       | 0.528                              | 0.440                     | 0.841                       | 0.499                                      |
| KS4       | 0.482                              | 0.410                     | 0.849                       | 0.471                                      |
| KS5       | 0.481                              | 0.452                     | 0.818                       | 0.470                                      |
| KS6       | 0.471                              | 0.430                     | 0.810                       | 0.453                                      |
| PKO1      | 0.536                              | 0.432                     | 0.461                       | 0.857                                      |
| PKO2      | 0.590                              | 0.486                     | 0.511                       | 0.856                                      |
| PKO3      | 0.527                              | 0.479                     | 0.452                       | 0.851                                      |
| PKO4      | 0.571                              | 0.472                     | 0.512                       | 0.899                                      |
| PKO5      | 0.590                              | 0.471                     | 0.488                       | 0.878                                      |
| PKO6      | 0.538                              | 0.459                     | 0.476                       | 0.873                                      |
| PKO7      | 0.581                              | 0.450                     | 0.532                       | 0.849                                      |
| PKO8      | 0.571                              | 0.490                     | 0.484                       | 0.879                                      |
| PKO9      | 0.561                              | 0.448                     | 0.504                       | 0.887                                      |
| PKO10     | 0.585                              | 0.496                     | 0.526                       | 0.885                                      |

Based on the table above, it shows that the results of the relationship between each indicator and its construct are greater than the results of the relationship between indicators and other constructs. The indicators of each latent variable are better than the indicators of other variables. So that the results can be declared valid.

**Table 4. Fornell-Larcker Criterion**

|   | <i>Servant Leadership</i> | <i>Transformational Leadership</i> | <i>Organisational Citizenship Behaviour</i> | <i>Spiritual leadership</i> |
|---|---------------------------|------------------------------------|---|-----------------------------|
| <i>Servant Leadership</i>                   | 0.880                     |                                    |   |                             |
| <i>Transformational Leadership</i>          | 0.559                     | 0.841                              |   |                             |
| <i>Organisational Citizenship Behaviour</i> | 0.538                     | 0.649                              | 0.872                                       |                             |
| <i>Spiritual leadership</i>                 | 0.542                     | 0.601                              | 0.569                                       | 0.833                       |

Based on the results of the *Fornell-Larcker criterion* test, the *square root AVE* value on servant leadership of 0.880 is greater than the transformational leadership relationship value of 0.559 which shows that the discriminant validity value requirements are appropriate and acceptable. Then, the square root AVE value on organizational citizenship behaviour of 0.872 is greater than the transformational leadership and servant leadership values of 0.649 and 0.538, besides the relationship value on spiritual leadership is greater than the relationship value of servant leadership, transformational leadership and organizational citizenship behaviour of 0.542, 0.601 and 0.569. This shows that the requirements of the *discriminant validity* value are appropriate or fulfilled and can be accepted.

Furthermore, the reliability test is carried out to provide evidence of accuracy and accuracy or not in measuring the entire construct. The value of the *composite reliability* value and *Cronbach alpha* can be said to be reliable if the value is greater than 0.7. The value of *composite reliability* and *Cronbach alpha* for each variable can be seen in table 4.5.

**Table 5. Composite Reliability dan Cronbach Alpha**

| Variabel                             | Composite Reliability | Cronbach Alpha |
|--------------------------------------|-----------------------|----------------|
| Transformational Leadership          | 0.951                 | 0.941          |
| Servant Leadership                   | 0.982                 | 0.981          |
| Spiritual Leadership                 | 0.931                 | 0.912          |
| Organisational Citizenship Behaviour | 0.969                 | 0.965          |

From table 5, it can be concluded that the composite reliability values and *Cronbach alpha* of all variables are greater than 0.70. For example, transformational leadership is highly reliable (0.951) and servant leadership is also highly reliable (0.982) and spiritual leadership is highly reliable (0.982). The composite reliability for organisational citizenship behaviour is 0.969, with a *Cronbach alpha* of 0.965, and for organisational citizenship behaviour the corresponding values are 0.931 and 0.912. Therefore, it can be said that the research variables are quite reliable.

#### Assessment of Overall Fit of the Saturated Model

The purpose of this model fit test is to ascertain the numerical value of SRMR (Standardised Root Mean Square Residual). SRMR is the mean value of the residual covariance determined by comparing the observed sample covariance matrix with the expected covariance matrix in a relationship matrix. If the resultant value is less than 0.10, the SRMR is considered good or fulfils the criteria of (Henseler, 2016).

**Table 6. Model Fit**

|                  | Saturated Model | Estimated Model |
|------------------|-----------------|-----------------|
| SRMR             | 0.035           | 0.035           |
| d <sub>ULS</sub> | 0.979           | 0.979           |
| d <sub>G</sub>   | 1.063           | 1.063           |
| Chi-Square       | 2553.140        | 2553.140        |
| NFI              | 0.880           | 0.880           |

From table 6 above, it can be seen that the value of SRMR in this study is 0.035 < 0.10 so it can be concluded that the existing model is in accordance with the criteria set.

#### Structural Model

Inner model is an evaluation of the *Goodness of Fit Index* or to test the research hypothesis. This inner model in SmartPLS is initially evaluated using the R Square or R<sup>2</sup> value for the construct of the dependent variable, the value of the path or t value of each path for testing the significance of the construct in structural modelling. (Abdillah & Hartono, 2015). The *R Square test* is a measurement commonly used in evaluating the inner model. This *R Square test* as a model predictive power is calculated as a squared relationship between the actual and predicted values of the construct on a particular dependent. This *R Square test* is represented by the combined impact on independent latent variables on the dependent variable. So that this *R Square test* represents the total variance in the dependent construct that has been explained by all independent constructs related to it. The criteria for this *R Square test* are if the value is 0.75 is considered strong, 0.50 is considered moderate and 0.25 is considered weak.

**Table 7. R Square Test**

| Variable                             | R Square |
|--------------------------------------|----------|
| Organisational Citizenship Behaviour | 0.493    |

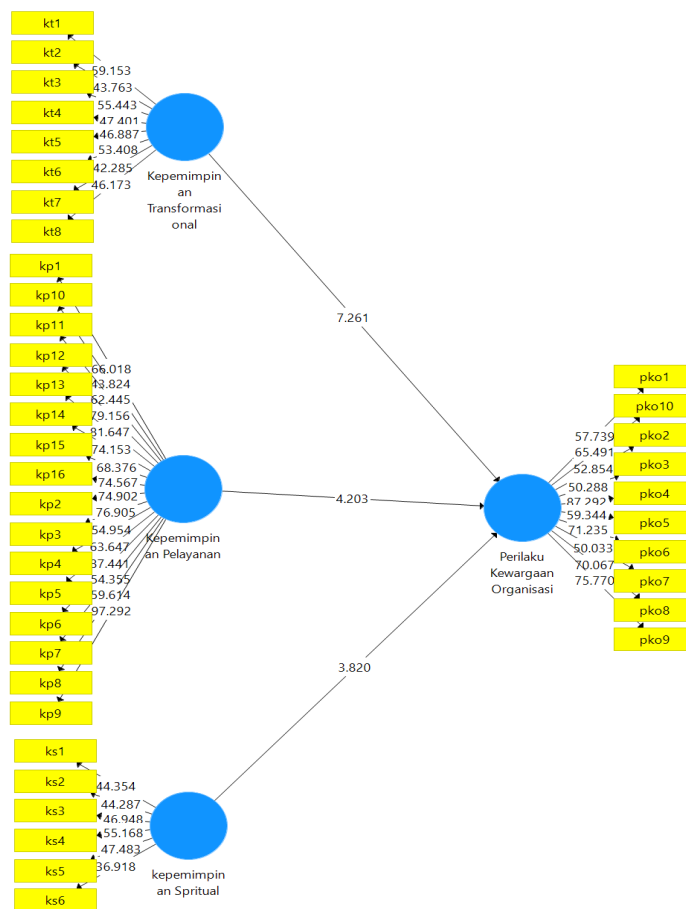
From the R<sup>2</sup> test results that transformational leadership, servant leadership and spiritual leadership affect organisational citizenship behaviour with an R2value of 0.493 or a weak category. It shows that 49.3% of organisational citizenship behaviour can be influenced by transformational leadership, servant leadership and spiritual leadership while 50.7% of organisational citizenship behaviour is influenced by other variables.

**Path Coefficients**

Path coefficients are a value that is useful in showing the direction of the relationship in variables, whether a hypothesis has a positive or negative direction. The test is accomplished by conducting nonparametric through bootstrapping procedures (Hair et al. 2017). The results of these path coefficients can also be used for hypothesis testing. The criteria used in this study are the t statistic with a significance level of p value of 0.05 or 5 per cent and a positive beta coefficient. The value of the hypothesis test in this study can be seen in 7. From table 8 below, we can see the value of the path coefficients statistic which presents the results of direct testing. The t table in this study is 1.96 and the significance p value is 0.05, so the hypothesis results are: In the first hypothesis, it can be seen from the t-statistic value of 7.261 > 1.96 with a significance level of 0.000 and less than 0.05, meaning that transformational leadership has a significant effect on organizational citizenship behaviour. In the second hypothesis, it can be seen from the t-statistic value of 4,203 > 1.96 with a significance level of 0.000 and small than 0.05, meaning that servant leadership has a significant effect on organizational citizenship behaviour. In the third hypothesis, it can be seen from the t-statistic value of 3.820 > 1.96 significance level of 0.000 and small than 0.05, meaning that spiritual leadership has a significant effect on organisational citizenship behaviour.

**Table 8. Hypothesis Testing Results**

|           | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV) | P Values | Results   |
|-----------|---------------------|-----------------|----------------------------|-------------------------|----------|-----------|
| KT-> PKO  | 0.412               | 0.417           | 0.057                      | 7.261                   | 0.000    | Supported |
| KP -> PKO | 0.189               | 0.185           | 0.045                      | 4.203                   | 0.000    | Supported |
| KS -> PKO | 0.218               | 0.216           | 0.057                      | 3.820                   | 0.000    | Supported |



**Figure 2: Path coefficient bootstrapping**



## 5. FINDINGS AND CONCLUSION

The results of the study show that transformational leadership has a significant effect on organisational citizenship behaviour. This means that the greater the influence of transformational leadership, the higher the level of organisational citizenship behaviour. *Extra-role behaviour* (OCB) in employees can be induced without coercion by leaders who can have a positive influence on subordinates, motivate and encourage employees to work hard, and always pay attention to the welfare and protect their subordinates. These results show that clearly conveying the vision and mission of the organisation will inspire employees, make employees more creative and can train employees in improving organisational citizenship behaviour. In practical terms, the delivery of the vision and mission of the leadership can increase morale, so that the better the delivery of the vision and mission of the leadership, the better the leadership, the higher the optimism of employees in completing their work. (Purwanto et al., 2022). The increase in organisational citizenship behaviour is marked by an increase in the behaviour of helping colleagues voluntarily, obeying existing regulations, not giving problems that can bring down other employees, helping to alleviate problems faced by colleagues and supporting organisational functions professionally. This organisational citizenship behaviour can be improved by increasing the intensity of transformational leadership implementation. The results of this study are consistent with research conducted by (Suhana et al., 2019), (Omar, 2022),(Abdulrab et al,2020), stated that transactional leadership has a positive and significant effect on organisational citizenship behaviour.

The results of the study show that servant leadership has a significant effect on organisational citizenship behaviour. This means that the greater the influence of servant leadership, the higher the level of organisational citizenship behaviour. This shows the need for leaders who respect and value their members. The results of this study are in line with previous research, which shows the impact of servant leadership on OCB. (McCallaghan et al., 2020). Servant leaders prioritise service and providing support and assistance as their primary motivation. their primary motivation. According to (Spear & Lawrence, 2002), Servant leaders have an innate desire to serve and put service at the forefront. They develop the same service attitude among individuals in the organisation, fostering positive OCB behaviour. The results of this study are consistent with research conducted by (Subhaktiyasa et al,2023) stated that servant leadership has a positive and significant effect on organisational citizenship behaviour.

The results of the study show that spiritual leadership has a significant effect on organisational citizenship behaviour. This means that the greater the influence of spiritual leadership, the higher the level of organisational citizenship behaviour. This shows that the better the spiritual leadership, the better the organisational citizenship behaviour. Leaders can motivate employees face-to-face in carrying out work, leaders who can give good direction to their employees will make their employees always carry out cooperation when completing the assigned tasks. This spiritual leadership is a collection of values, attitudes and behaviours needed to motivate oneself and others more deeply, so that every employee of the organisation will have a feeling of spiritual survival through membership and skills. The results of this study are consistent with the results of research conducted by (Jufrizen et al., 2019), (Djaelani et al,2020), (Sholikhah et al,2019), dan (Supriyanto, 2020) which concluded that spiritual leadership has a positive and significant effect on organisational citizenship behaviour.

### Research limitations/implication

The current study has several limitations such as first, the number of respondents is not too large. Therefore, the researcher suggests that future researchers can increase the number of respondents so that the results obtained are more credible. Second, longitudinal research can be used to increase the reliability and validity of the data collected and used in the research model. In other words, it is possible that investigating the main latent constructs in this study over a longer period of time will yield more insight into the relationship between the research latent constructs and organisational citizenship behaviour. Finally, this study only focused on one organisation, in the future it is hoped that it can be in several organisations so that comparisons can be made and more information can be obtained. It is suggested that the results of the basic SEM PLS algorithm should be expanded by using the Importance-Performance Map and further research can use other variables or use mediation to see the relationship with organisational citizenship behaviour.

### Practical implications for managers

This journal has highlighted the usefulness of social learning theory as a technique to better understand the relationship between leadership and organisational citizenship behaviour. As such, it can be argued that social learning theory can help develop better leadership approaches for changing organisational behaviour and also to better understand the dynamics of public service delivery to society.

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