

# Optimal Solution for OCB Improvement Through Strengthening of Servant Leadership, Creativity, and Empowerment

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## Abstract

In educational institutions, teachers play a central role in the administrative component. Combined with successfully completing the main tasks described in the job description and feeling that they are doing something special, teachers are the key to the success of an organization. Additional activities that are not directly related to the formal reward system that is applied are called OCB (Organizational Citizenship Behavior). Preliminary research shows that PGRI Bogor Vocational High School (SMK) teachers have little OCB information about variables related to increased OCB. This study aims to discuss the relationship between the increase in teacher OCB with the control variables of leadership, creativity and empowerment. This study uses a correlation analysis technique to determine the relationship between the variables studied and the SITEREM index analysis technique to obtain optimal solutions in increasing teacher OCB. The population of this study was 289 teachers at SMK PGRI Bogor. This population was sampled using the Slovin formula in order to obtain a sample of 168 individuals. Correlation analysis shows that there is a positive correlation between subordinate leadership and OCB with a correlation coefficient  $r_{y1} = 0.512$ , and OCB increases when subordinate leadership is strengthened. Creativity and OCB are positively correlated with a correlation coefficient  $r_{y2} = 0.438$ , and OCB increases with increasing creativity. Empowerment and OCB are positively correlated with a correlation coefficient  $r_{y3} = 0.502$ , and increased empowerment increases OCB. The best solution comes from SITEREM analysis. Therefore, out of 27 indicators, 14 good indicators need to be maintained or further developed, and 13 indicators are still weak and need to be improved. 1) Compassion 2) Humility 3) Integrity 4) Accountability 5) Equality 6) Consistency 7) Ethics 8) Mutual assistance 9) Pride 10) Initiative 11) Openness 12) Unique ideas 13) Products 14) 1. Listening, 2. Courage, 3. Inspirational Gratitude, 4. Need, 5. Wisdom, 6. Problem Solving, 7. Usefulness, 8. Opportunity, 9th Politeness, 10th Citizenship, 11th Awareness, 12th Sport, 13th Altruism.

**Keywords:** OCB, Serving Leadership, Creativity, Empowerment, SITEREM Analysis



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## **1. Introduction**

### **1.1 OCB (Organizational Citizenship Behavior)**

1) Altruism 2) Politeness 3) Honesty 4) Virtue Citizenship OCB consists of five dimensions. 1) altruism, 2) honesty, 3) civic virtue, 4) sportsmanship, and 5) courtesy. For those who support social organization and psychological state. Dimensions of OCB [1]:

1) Independent learning, 2) Participation in social services, 3) Maintaining interpersonal harmony at work (Maintaining interpersonal harmony at work), and 4) Adherence to existing social norms). Behavior that manifests through self-selection for organizational and personal gain.

John Mi. Ivancevich [4] notes that OCB as a concept requiring employees to work overtime is important as service organizations continue to dominate economic growth. OCB indicators are 1) altruism, 2) politeness, 3) obedience, 4) civic virtue, and 5) sportsmanship.

Bolino and Turnley [5] found that organizations can prevent employees from focusing only on their work. Here are the metrics:

1) Altruism, 2) Manners, 3). Atika and Singh [6] studied OCB and found two general characteristics of OCB behavior. These actions represent a specific task or something that employees need to do for the organization to be successful.

Jennifer Mi. George [7] describes OCB as an act of non-compliance and not directed by members of the organization. This behavior is critical to the survival and effectiveness of the organization. OCB consists of five dimensions

1) Citizenship Virtue, 2) Honesty, 3) Honesty, and 4) Sportsmanship. [8] stated that OCB is the behavior of employees who indirectly do work that exceeds organizational requirements. organization, 3) willingness and presence to endure uncomfortable situations without complaining; 4) Founded by organizations that excel in managing organizations by surviving uncomfortable situations, raising awareness, helping colleagues, providing advice, and offering high loyalty. Acts, directly or indirectly, to perform work in excess of specified requirements.

Colkit et al. [9] indicated that OCBi is a voluntary action by individuals who are not affected by the reward system that contributes to the organization. The indicators are:

1) altruism, 2) politeness, 3) sportsmanship, 4) voice), 5) civic values, and 6) boosterism.

Based on the theoretical studies above, OCB is a voluntary individual action that cumulatively (as a whole) supports the effectiveness of organizational functions, and these actions can be direct or assertive. Yes, not governed by a reward system. 1) Altruism, 2) Politeness, 3) Honesty, 4) Sportsmanship, 5) Citizenship

### **1.2 Servant Leadership**

Dierendonck, [10] Servant leadership arises from an individual's desire to serve and serve others, with the aim of the recipient growing, healthy and independent. 1) Empowerment and Development, 2) Humanity, 3) Authenticity, 4) Interpersonal Acceptance, 5) Leadership, 6) Leadership.

Paris, DI and Peachey, JP T[11] Servant leadership has a response/person in charge of the leader's self-interest. servant leadership indicators.

According to Focht, A. and Ponton, M. [12], service leadership starts with a desire to serve individuals (subordinates) and develops further efforts to direct individuals towards certain goals. Servant Leadership Index:

1) Appreciation 2) Humility 3) Listening 4) Trust 5) Compassion 6) Honesty 7) Service 8) Empowerment 9) Responsiveness to the Needs of Others 10) Teamwork Higher than leadership. 11) Love, unconditional love, because leadership is a collaborative process (between leaders and followers). This category includes acceptance, awareness, respect for others, trust and vulnerability, and 12) learning. These include comfort with ambiguity, intellectual energy, and curiosity.

EN Irvingi [13] Servant leadership is a process in which leaders and followers work together to achieve organizational vision, 4) humility, and 5) trust.

Stone, AG [14] Servant leadership is about meeting people's needs to the best of our ability by cultivating the attitudes of those around us and expecting them to serve them too. A leader who serves and fulfills. Servant leadership indicators include 1) vision, 2) honesty, 3) integrity, 4) trust, 5) service, and 6) style. Spears, LC [15] Servant leadership is service-first leadership that begins with a natural desire to serve, makes service a priority, and brings aspirations and encouragement. Departmental leadership metrics include: 10 PememSendjaya, S. et.al, [16] Servant leadership is a leader who puts the needs, aspirations, and interests of others above himself. Servant leaders have an obligation to serve others. Servant leadership metrics include:

Trompenaars, F. and Voermanni, Ed. [17] Servant leadership is a leadership style that combines leadership and service while interacting harmoniously with the environment.

Kotzer, MF [20] Servant leadership begins with a desire to serve, for the benefit of individuals, organizations and society, guiding and developing it to achieve higher goals. purposeful leadership.

Carter, D. and Baghurst, T. [21] Servant leadership is a unique organizational culture in which leaders and employees work together to achieve organizational goals while considering ethics, customer experience, and employee engagement. That's the philosophy of leadership. energy. Servant leadership metrics include:

Ljungholm, DP [22] Servant leadership is the degree to which a leader acts as a role model for their individual followers and cares about their progress and development. Additionally, Doina Popescu i Ljungholm explains the Servant Leadership Metrics as follows: [23] Servant leadership is leadership that supports the vision communicated by employees. Servant Leadership Indicators:

- Respect and listen to people
- Building a collective community while demonstrating personal credibility
- Ability to share and provide appropriate leadership.

From the various theories above, it is clear that service leadership has the meaning and purpose of serving consciously, leading individuals, representing the interests of others, and emphasizing aspirations, alignment, and good character. This can be summed up as an act of leadership. Building Wealth and Serving the Common Good Leadership is

- Humility
- Compassion
- Accountability
- Courage
- Integrity
- Listening

### 1.3 Creativity

Gibsoni, J.L., J.M. Ivancevich, J.H. Donnely, & R. Konopaske [24] Creativity is turning good ideas into business opportunities and products. The following factors indicate creativity:

1) confidence in finding solutions to problems, 2) courage to take action, 3) resourcefulness to explore new possibilities and paths, and 4) openness to other people's ideas.

Colkit, J.A., J.A. Repiney, M.J. Wesson, [25] Creativity is the use of new ideas in work, problem solving, and innovative behavior. Indicators of creativity are:

1) Enjoy learning new things 2) Seek new opportunities and better ways of working 3) Confidence in work 4) Move towards new and better ideas i.

Kreitner, R. and A. Kinicki [26] Creativity is the activity of developing something new or unique. Indicators of creativity are:

1) comes from intrinsic motivation, 2) uses existing knowledge and skills, 3) enjoys challenging activities and problem solving.

Yubo Hou, Ge Gao, Fei Wang, Tingrui, i Zhilan Yu [27] Creativity is the activity of turning an original idea into a useful product, service, or process. Indicators of creativity are:

1) developing original ideas (different from existing ones), 2) beneficial to the environment (organization), and 3) verbal forms (suggestions), processes (methods), or finished products.

Greenberg, Gerald, Robert A. Barron. [28] Creativity is a process carried out by individuals or groups to produce works and ideas that are more useful. Creativity indicators are: 1) Response Score for Skills, 2) Relevance of Creativity to Skills, and 3) Intrinsic Motivation.

Dedi Supriadi [29] Creativity produces something new, relatively different from before, both in the form of ideas and concrete works. Indicators of creativity are 1) Useful and leads to better results, 2) Makes work easier and practical, 3) People believe they can overcome difficulties and solve problems.

Zimmerer, Thomas W., Norman Scarborough [30] Creativity means developing new ideas and finding new perspectives on problems and opportunities. Indicators of creativity are: 1) creative people, 2) bringing up unique or creative ideas, 3) emphasizing internal and external motivation, 4) creating products. something new/original.

Haris Ngalmun and Alpha [31] Creativity is a process of trying to continuously change and improve a work one by one. Indicators of creativity are: 1) enjoy observing problems, 2) often hypothesize about deficiencies, 3) evaluate hypothetical results, (d) communicate hypothetical results. Based on the description above, creativity is the ability to create original, new or unique products by using imagination to overcome difficulties/break down barriers and produce superior products that can be applied and generalized by individuals. to live. Indicators of creativity are: 1) Opportunity 2) Learning new things 3) Openness 4) Positivity (5) Problem solving 6) Ease of use 7) Unique ideas 8) Products.

#### **1.4 Empowerment**

Wood at al [32] Empowerment is the development of a can-do mentality (a positive can-do mentality) that comes from believing in one's own ability to complete the task at hand. 1) authority, 2) self-efficacy, 3) modeling, 4) skills development, 5) emotional support

Colquitt, J.A., J.A. Lepine and M.J. meaning We are driven by the belief that we can contribute to the achievement of organizational and individual goals. Empowerment is a form of intrinsic motivation in which completing tasks at work is inherently rewarding and satisfying. Here are the metrics: 1) self-determination, 2) interest, 3) competence, 4) influence [33].

McShane and Glinow [34] Empowerment is an individual's psychological state in which he or she feels more empowered, meaningful, and capable, and in which performance has an impact on the organization. Here are the metrics: 1) self-determination, 2) interest, 3) competence, 4) influence.

Richard L. Daft [35] Empowerment is the sharing of power, delegation of power or authority to subordinates in an organization. 1) Increased self-efficacy (believing that you can get the job done), 2) Increased performance (efficiency), 3) Freedom to be creative, 4) Providing information, expertise, power, and rewards. Leaders give flexibility to subordinates to hone skills and work according to their creativity. SummaryAdamson, David. [36] Empowerment is an activity of delegating tasks that involves giving trust, authority, and control to make effective decisions. 1) Members feel that they can do better Member Opportunities to participate

Schermerhorn, Jr. J.R., J.G. Hunt, R.N. Osborn and M. Uhl-Bien. [37] Empowerment is the process by which managers enable members to obtain and use the power they need to make decisions that affect themselves and their jobs. i Empowerment can also be described as a leader who delegates authority to his members and uses that power to set organizational goals. Here's the metric:organization.

Revive Mayanti. [38] Empowerment is an effort to increase the 'strength' attached to a community in order to improve the performance of the organization/company. Here are the metrics: 1) Competence, 2) Authority, 3) Responsibility.

Chip Tony, Fundy. Empowerment is an effort by superiors to instill autonomy and trust in subordinates and encourage them to be creative so they can do their jobs as well as

possible. Employees are empowered to take whatever action they see fit to serve customers, including handling complaints. Indicator:

1) Competency-based responsibility, 2) Flexibility to complete tasks, 3) Decision-making skills, 4) Creativity and innovation in response to change, 5) Openness between employees and managers.

Communication Khan, S. [41] Empowerment is an ongoing interpersonal relationship that fosters mutual trust between employees and managers.

1) Delegation of responsibility through expertise, 2) Flexibility to complete tasks, 3) Decision-making authority, 4) Creativity and innovation in responding to changes, 5) Openness between employees and management Communication.

Suryana [42] Empowerment is the process of creating an environment and structure that enables people to reach their full potential.

1) Desire, 2) Trust, 3) Trust, 4) Credibility, 5) Accountability, 6) Communication Feelings are more independent, more meaningful, more capable, and allow the results of their work to flow into the organization. The empowerment indicators are:

1) Authority, 2) Exemplary, 3) Capacity Building, 4) Organizational Support, 5) Self-Efficacy, 6) Self-Determination, 7) Meaning, and 8) Effects of Chapter Introduction to Differences in Manuscripts Used in Other research to state innovative, used to describe the research steps in the "Research Method" chapter, and used to support the analysis of results in the "Results" chapter. [2]. If the manuscript is very original, proposing a new method or algorithm, it can be added to 'Research Methods' to briefly describe the proposed method or algorithm [9-11].

## 2. Research Method

As explained above, the aim of this study was to find out how teacher's OCB could be improved by examining the strength of the relationship with teacher's OCB as the dependent variable and personality, interpersonal communication, and organizational equity as explanatory variables. find out what

The research method used is a research method to determine the optimal solution for improving the OCB method for teachers, using a correlation statistical approach for statistical hypothesis testing and SITEREM for indicator analysis. The following is a survey constellation for the variables and indicators examined:

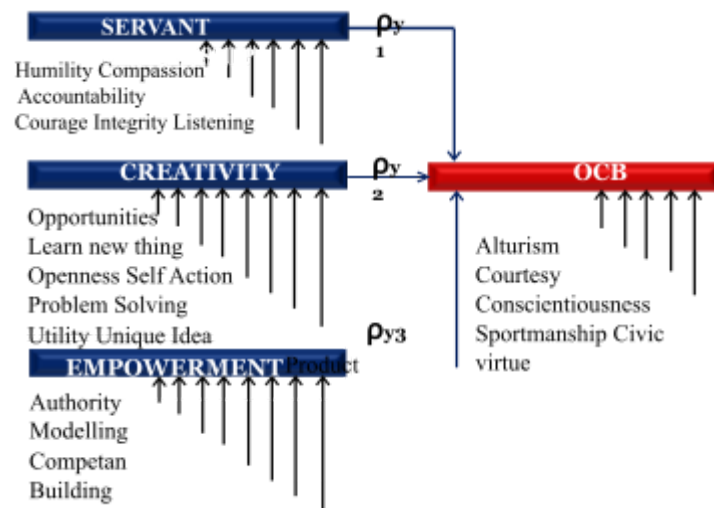


Figure 1. The Constellation of the Relationship between the Variables and Indicators Studied

The data collected in this study were collected through questionnaires which were distributed to teachers as research participants. i control comes from the control indicator which shows that the situation is under control. Survey instruments were first tested for validity and reliability before being distributed to respondents [4]

Validity checks were performed using the Pearson moment method and reliability checks were performed using the Cronbach alpha formula. After data collection, homogeneity test, normality test, linearity test, simple correlation analysis, certainty analysis, partial correlation analysis, and statistical hypothesis testing were carried out.

We also conducted an analysis of indicators using the SOTOREM-Hardhienata method [5] to determine the order of importance for improving indicators as recommendations to stakeholders. The following are the results of the study. SITEREM determines priority indicators by using (1) the strength of the relationship between variables identified during hypothesis testing and (2) priority indicators identified from the results of expert assessments. We use three criteria. (3) The index value is obtained from the calculation of the data used. Determined based on responses from survey participants.

### 3. Findings

#### 3.1 Relationship between Serving Leadership and OCB

The results of data processing by statistical hypothesis testing showed a very significant positive relationship between leadership and OCB with a correlation coefficient of 0.512 and a determination coefficient of 0.262. In other words, the higher the servant leadership, the higher the OCB. In other words, to improve OCB, servant leadership must be strengthened.

Evaluating Experience by Prioritizing Provision of Variable Indices to Prioritize Treatment Considering Cost, Benefit, Importance, and Urgency Factors:

- Courage
- Humility
- Honesty
- Accountability

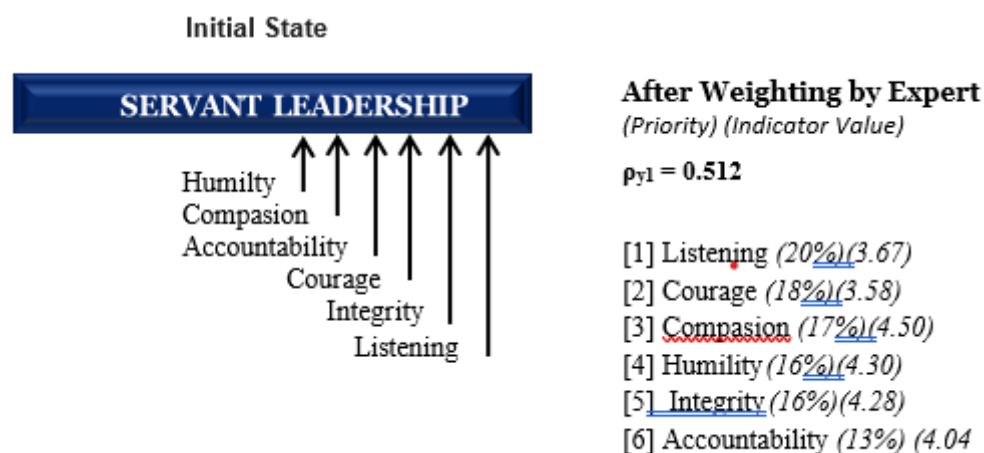


Figure 2. The results of Weighting the Indicators and the Value of the Serving Leadership Indicators

#### 3.2 The relationship between Creativity and OCB

Treatment of the data with statistical hypothesis testing showed a very significant positive correlation between creativity and OCB, with a correlation coefficient of 0.438 and a

decision coefficient of 0.191. In other words, the higher the creativity, the higher the OCB. So to increase your OCB, you have to be more creative. Empirical assessment uses priority variable personality measures that consider costs, benefits, interests, and urgency that require priority care. 1) initiative, 2) openness, 3) original ideas, 4) products, 5) learn new things.

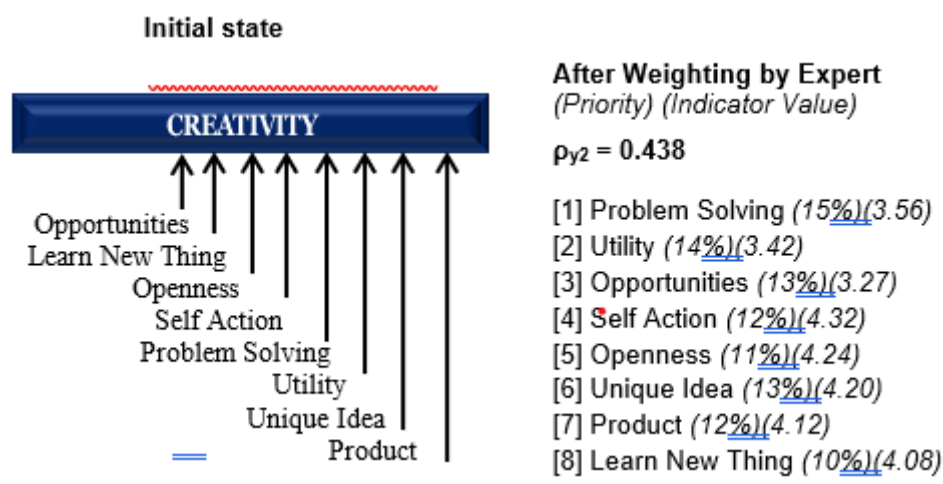


Figure 3. The results of the Weighted Indicators and Creativity Indicator Values

### 3.3 The relationship between empowerment and OCB

The results of data processing with statistical hypothesis testing show that there is a very significant positive relationship between empowerment by OCB with a correlation coefficient of 0.502 and a decision coefficient of 0.252. This means that the higher the OCB, the greater the empowerment. In other words, to increase OCB, you need to increase capacity. The Variable Empowerment Priority Experimental Index describes the factors of cost, benefit, importance, and urgency in creating priority care: 1. Authority, 2. Critical indicators for organizational support and 3. Emulation, maintenance, or development are 1) self-efficacy, 2) influence, 3) interest, 4) self-determination, and 5) skills development.

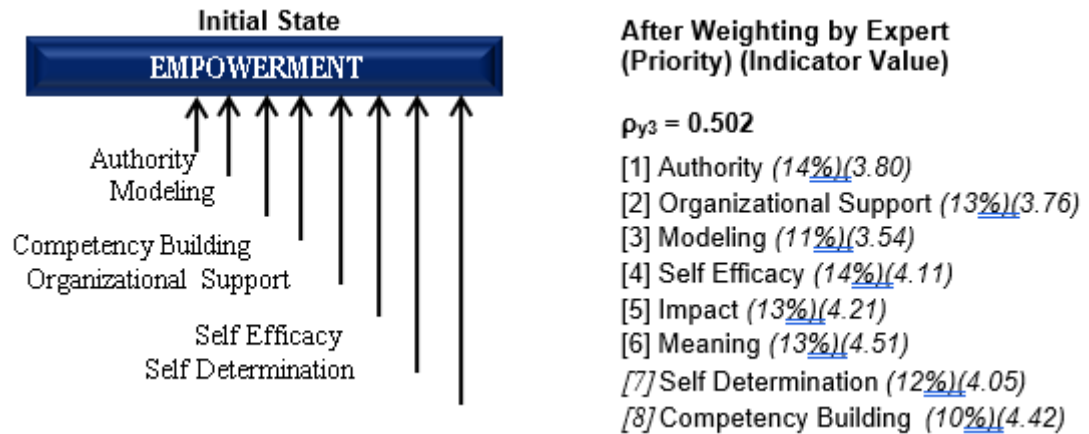


Figure 4. The results of the Weighting of the Indicators and the Value of the Empowerment Indicators

### 3.4 The optimal solution for increasing teacher OCB

Based on the results of statistical hypothesis testing, indicator priorities, and calculation of indicator values above, a summary of the research can be made that presents the optimal solution to improve teacher OCB, as shown in Table 1 below:

Table 1. The Results of the SITOREM Analysis which are the Optimal Solutions in Improving Teacher OCB

ORGANIZTIONAL CITIZENSHIP BEHAVIOUR (OCB)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Altrurism	1 <sup>st</sup>	Courtesy (24%)	3.63
2	Courtesy	2 <sup>nd</sup>	Civic virtue (21%)	3.73
3	Conscientiousness	3 <sup>rd</sup>	Conscientiousness (19%)	3.24
4	Sportmanship	4 <sup>th</sup>	Sportmanship (19%)	3.13
5	Civic virtue	5 <sup>th</sup>	Altrurism (17%)	3.04
SERVANT LEADERSHIP ( $X_1$ ) ( $p_{v1} = 0,512$ ) (Rank I)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Humility	1 <sup>st</sup>	Listening (20%)	3.67
2	Compassion	2 <sup>nd</sup>	Courage (18%)	3.58
3	Accountability	3 <sup>rd</sup>	Compassion (17%)	4.50
4	Courage	4 <sup>th</sup>	Humility (16%)	4.30
5	Integrity	5 <sup>th</sup>	Integrity (16%)	4.28
6	Listening	6 <sup>th</sup>	Accountability (13%)	4.04
CREATIVITY ( $X_2$ ) ( $p_{v2} = 0,438$ ) (Rank III)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Opportunities	1 <sup>st</sup>	Problem solving (15%)	3.56
2	Learn new things	2 <sup>nd</sup>	Utility (14%)	3.42



3	Openness	3rd	Opportunities (13%)	3.27
4	Self action	4th	Self Action (12%)	4.32
5	Problem solving	5th	Openness (11%)	4.24
6	Utility	6th	Unique Idea (13%)	4.20
7	Unique Idea	7th	Product (12%)	4.12
8	Product	8th	Learn new things (10%)	4.08
<b>EMPOWERMENT (<math>X_3</math>) (<math>\rho_{y_3} = 0,502</math>) (Rank II)</b>				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Authority	1st	Authority (14%)	3.80
2	Modelling	2nd	Organizational Support(13%)	3.76
3	Competency Building	3rd	Modelling (11%)	3.54
4	Organizational Support	4th	Self Efficacy (14%)	4.11
5	Self Efficacy	5th	Impact (13%)	4.21
6	Self Determination	6th	Meaning (13%)	4.51
7	Meaning	7th	Self Determination (12%)	4.05
8	Impact	8th	Competency Building (10%)	4.42
<b>SITOREM ANALYSIS RESULT</b>				
Priority order of indicator to be Strengthened		Indicator remain to be maintained		
1st	Listening	1) Compassion		
2nd	Courage	2) Humility		
3rd	Authority	3) Integrity		
4th	Organizational Support	4) Accountability		
5th	Modelling	5) Self Efficacy		
6th	Problem solving	6) Consistency		
7th	Utility	7) Meaning		
8th	Opportunities	8) Self Determination		
9th	Courtesy	9) Competency Building		
10th	Civic virtue	10) Self Action		
11th	Conscientiousness	11) Openness		
12th	Sportmanship	12) Unique Idea		
13th	Altruism	13) Product		
14th	-	14) Learn new things		

#### 4. Conclusion

From the results and discussion above, it can be concluded as follows. (1) Service and teacher OCB are positively correlated with a correlation coefficient of 0.512, and the better the service, the higher the teacher's OCB. (2) Teacher creativity and OCB are positively correlated with a correlation coefficient  $\rho$  of 0.438 which indicates that the teacher's OCB increases with increasing creativity. (3) There is a positive relationship between empowerment and teacher OCB with a correlation coefficient of 0.502 which indicates that teacher OCB increases with increasing empowerment.

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