

THE EFFECT OF WORKPLACE SPIRITUALITY, WORK ROTATION AND SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EMPLOYEES OF THE MADIUN REGENCY MANPOWER AND TRANSMIGRATION OFFICE (DISNAKER)

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Abstract

Penelitian ini bertujuan untuk membuktikan secara empiris pengaruh *workplace spirituality*, rotasi kerja dan *servant leadership* terhadap *organizational citizenship behavior* pada pegawai Dinas Tenaga Kerja Dan Transmigrasi (DISNAKER) Kabupaten Madiun. Penelitian ini merupakan penelitian kuantitatif dengan jumlah sampel sebanyak 58 karyawan. Metode pengambilan sampel yaitu menggunakan sampel jenuh. Pengambilan data menggunakan kuesioner dengan penyebaran melalui google form. Teknik analisis data menggunakan alat uji berupa SmartPLS Versi 3.0. hasil penelitian ini menunjukkan bahwa *workplace spirituality* dan rotasi kerja berpengaruh terhadap *organizational citizenship behavior*, sedangkan *servant leadership* tidak berpengaruh terhadap *organizational citizenship behavior*

Kata Kunci: *Workplace Spirituality*, Rotasi Kerja, *Sevant Leadership* dan *Organizational Citizenship Behavior*

Abstract

This study aims to empirically demonstrate the influence of workplace spirituality, job rotation, and servant leadership on organizational citizenship behavior among employees of the Manpower and Transmigration Agency (DISNAKER) of Madiun Regency. This quantitative study involved 58 employees. The sampling method used saturated sampling. Data collection used a questionnaire distributed via Google Form. Data analysis used SmartPLS Version 3.0 as a testing tool. The results indicate that workplace spirituality and job rotation influence organizational citizenship behavior, while servant leadership does not.

Keywords: *Workplace Spirituality*, Job Rotation, *Servant Leadership*, and *Organizational Citizenship Behavior*.

A. INTRODUCTION

1. Background

Human resources are an important asset for a company, by having potential human resources, it will affect the company's efforts in achieving its goals. This is in line with the statement Dira et al. (2020), which states that humans always play an active and dominant role in every organizational activity, because humans are the planners, actors, and determinants of the realization of an organization's goals. In addition to potential, human resources are required to continue to be willing to learn and work hard so that they are able to face changes that may occur. Human resources that are currently in great demand by companies are human resources who are able to master technology quickly, can overcome problems around them, and are able to respond quickly to technological changes. Superior human resources are human resources who have more abilities when compared to others, so that they are able to develop the potential that exists within them (Ningrum, 2016).

Human resources also play a role as figures and agents of change that continuously encourage the formation of an organizational culture that supports the improvement of adaptability to change (Ahmed, 2020). The process of organizational change requires the involvement of all staff, which can be realized if each employee has the intention and expertise that supports the achievement of the organization's goals. This willingness and active participation is known as *Organizational Citizenship Behavior* (OCB) (Shukla et al., 2021).

Organizational Citizenship Behavior is the key to the success of an organization, when the reciprocity felt by employees is not in accordance with what is expected, it will have an impact on reducing employee intention. *Organizational Citizenship Behavior* is a profound contribution that exceeds the demands of the role in the workplace and is rewarded by the company for the tasks that have been carried out

(Azhar et al., 2019). OCB is a form of individual choice and initiative behavior that if displayed is not punished. Therefore, OCB is actually based on a dominant motive or value (Syafitri, 2024).

The Madiun Regency Manpower and Transmigration Office (DISNAKER) is one of the government agencies that handles various labor affairs, ranging from the protection of workers' rights, supervision of industrial relations, to labor training. DISNAKER can carry out its duties well because there is a leader who regulates all activities to maintain the needs of the community, so DISNAKER needs quality and professional human resources in their work. The success in carrying out the duties and work of the DISNAKER will depend greatly on the employees themselves. Good and improved employees, the services they provide to the community will be better.

Employment Assessment of Employees of the Madiun Regency Manpower and Transmigration Office (DISNAKER) in 2025, this data is taken from the personnel division, this data is the overall data of the performance assessment of employees of the Madiun Regency Manpower and Transmigration Office (DISNAKER), the data above there is a phenomenon of problems that there are still violations related to OCB among employees and agency targets that cannot be met by employees. It can be seen from the Participatory to various organizational activities (*Civic Virtue*) and Sportsmanship behavior (*Sportsmanship*) where employees tend to be closed to shortcomings in their work, indicators of polite behavior (*Courtesy*) where sometimes in communicating in work is not appropriate, this may be because of the amount of work that must be completed. thus causing the indicator to help the work of others voluntarily (Aprianti & Bhaihaki, 2017).

At the Madiun Regency Manpower and Transmigration Office, factors were found that affect *Organizational Citizenship Behavior* (OCB), one of which is

Workplace Spirituality. From the data on the Aspect of Employee Assessment of the Madiun Regency Manpower and Transmigration Office (DISNAKER) in 2025 above, it can be seen that the achievement of *Organizational Citizenship Behavior* (OCB) at the Madiun Regency Manpower and Transmigration Office reflects the level of implementation of *Workplace spirituality* in the work environment. *Workplace spirituality* in this agency, namely *Meaningful Work*, is shown through behavioral indicators that exceed the minimum standard whose realization achievement is relatively high, which is above 80% in the entire observation year. This shows that most employees have a commitment and dedication to perform above the minimum demands because they interpret their work positively. The second is the *sense of community*, reflected in the participatory indicators of organizational activities, which increased from 70.93% in 2022 to 81.26% in 2024.

Overall, this data shows that *workplace spirituality* in the Madiun Regency Manpower and Transmigration Office has been reflected in several OCB indicators, although there are still aspects that require special attention, especially in terms of increasing the willingness to help voluntarily (*altruism*) to be in harmony with the values of togetherness and care expected by the organization. According to Ragel & Ragel (2017), factors that cause *Organizational Citizenship Behavior* namely work rotation.

The problem in terms of work rotation, this employee work design system is used by the Madiun Regency Manpower and Transmigration Office to fill the job vacancies of retired employees and expand job understanding of the work that other employees do. The work rotation carried out in the Industrial Relations Section and the Finance Section, where the work is related to community services, was found that there was a rotation phenomenon carried out by the Madiun Regency Manpower and Transmigration Office not as expected. Based on the observations made by the

researcher, it was found that there were employees who did not understand their new job which caused them to be slow and less careful in doing their work which caused problems with the performance of the employee, such as in community services, there were still many community complaints related to services that were not optimal. This is because the Madiun Regency Manpower and Transmigration Office places its employees not in accordance with the expertise, abilities and skills of the employee.

Low behavior *organizational citizenship behavior* Employees are also caused by the crisis of trust in leaders. Observations are carried out to find out the causes of the crisis of trust in the leader by observation and interviews, the cause of the crisis of trust is indicated by the manager's performance that is not *professional* (Shahzad, 2014). This action is not paying attention to the rights of employees, and not listening to employee complaints (Abdu, 2014). *Servant leadership* Present with employees who are often considered subordinates are actually considered a top priority in meeting needs. The condition of work comfort in the organization is the focal point of the attention of leaders and discusses how important the emotional relationship between leaders and employees in the organization is. The leadership of the Madiun Regency Manpower and Transmigration Office is indicated to apply a leadership style *servant leadership*, It can be seen in the way the leader communicates and likes to discuss with subordinates, give clear directions for the implementation of activities, involve employees in every decision-making and employees freely voice their complaints or opinions at the meeting forum.

Apart from all that, there are still problems in *servant leadership* What needs to be improved, such as the leader of the palace is not fully optimal in listening to the opinions conveyed by his employees. In addition, there is a sense of agency work that can be seen from the performance of employees who are able to implement

agency policies. However, there are still some shortcomings related to employee performance, such as employees who have not been fully involved in decision-making, and employees have not been able to fully articulate the problems they face, especially in terms of work (Rahman et al., 2024)

This research is the result of previous research. Research conducted by Kristina & Sudibjo (2025), which states that *Serving leadership dan workplace spirituality* has a positive influence on *Organizational Citizenship Behavior*. Other research conducted by Hayati & Supriyanto (2020), which states that job rotation and role pressure have a significant effect on *Organizational Citizenship Behavior*.

2. Research Objectives

This study aims to empirically prove the influence of Workplace Spirituality, Work Rotation, and Servant Leadership on Organizational Citizenship Behavior (OCB) in employees of the Madiun Regency Manpower and Transmigration Office (DISNAKER). The results of this study are expected to contribute to the development of human resource management strategies, especially in building a work culture that supports the improvement of extra employee role behaviors. In addition, this research is expected to be able to be the basis for the Madiun Regency DISNAKER in optimizing effective policies and work practices to improve organizational performance in a sustainable manner.

3. Research Benefits

The benefit of this research is that it contributes to the development of management science, especially in the field of human resources, so that it can be used as a reference for future research that examines the influence of Workplace Spirituality, Work Rotation, and Servant Leadership on Organizational Citizenship Behavior. For companies or agencies, the results of this research can be considered in evaluating and improving employee performance through awareness of the importance of

Organizational Citizenship Behavior. For employees, this research is useful to encourage performance optimization, minimize work errors, and support the achievement of organizational goals. In addition, this research is also expected to benefit academics as a reference in the development of similar studies with the addition of other relevant variables.

4. Theoretical Studies

a) Workplace Spirituality

According to Kristiawan & Putranta (2024), *workplace spirituality* is a way for a person to express and experience the dimension of spirituality in the world of work. Workplace spirituality refers to the experience of employee spirituality in the workplace (Hayati & Supriyanto, 2020). According to Ulandari & Suryosukmono (2023), *Workplace spirituality* It is the realization that a person has his inner needs that can grow and be developed from certain work that has meaning in a certain community.

b) Work Rotation

Job rotation is carried out to make employee performance more productive which is expected to have an impact on increasing sustainable growth in the workplace, knowledge and skills for the long term, and improving quality (Hayati & Supriyanto, 2020). According to Utomo et al. (2021), Job rotation is as working on different tasks or in different positions at a given period

c) Servant Leadership

Servant Leadership defined as a form of leadership that prioritizes the needs of others, aspirations, and the interests of others over their own, *Serving Leaders* are committed to serving others (Prasetyo & Mas'ud, 2021). According to Reaso & Wibowo (2022), *servant leadership* is one of the styles of a leader that is theoretical and able to create a motivation for the performance of his employees.

d) **Organizational Citizenship Behavior**

Organizational Citizenship Behavior In general, it can be conceptualized or interpreted as a large number of proportional employee behaviors that contribute to the ability to provide an idea or thought to be able to raise or support the effectiveness of the organization and the known interests of the formal incentive system in the organization (Reaso & Wibowo, 2022). According to Kristiawan & Putranta (2024), *Organizational Citizenship Behavior* is an act that is voluntary, not directly or officially recognized by a formal reward system, but can make a positive contribution to the organization's overall performance.

B. METHOD

The method used in this study is a qualitative descriptive method. The approach used in this study is qualitative. This research was conducted on employees of the Madiun Regency Manpower and Transmigration Office (DISNAKER). The data used in this study included primary and secondary data, as well as data collection techniques using the questionnaire method. The population in this study is the population of all employees of the Madiun Regency Manpower and Transmigration Office (DISNAKER). This research method uses the saturated sample method. The number of respondents used in this study was 58 employees who were employees of the Madiun Regency Manpower and Transmigration Office (DISNAKER). The analysis method used in this study is based on SmartPLS Software Version 3.0.

C. RESULTS AND DISCUSSION

1. Measurement Model Analysis (Outer Model)

Uji Validitas (Convergent Validity)

Based on the operational variables of this study, the form of the research model was then processed using Partial Least Square (PLS) to test the validity of the model. To test the validity of the model using the other model (measurement model)

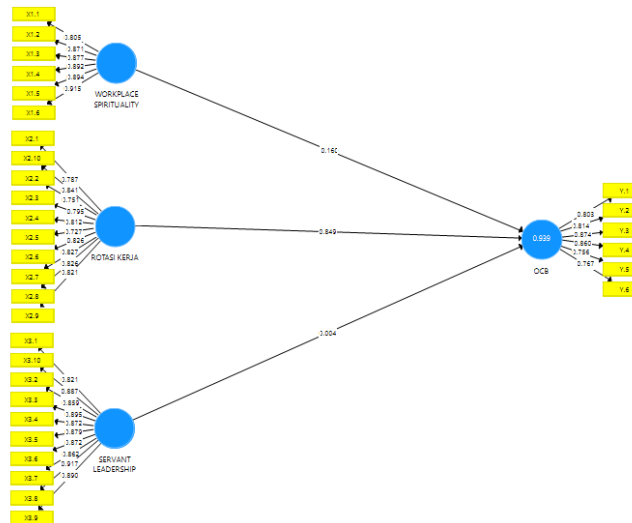


Figure 1. Test *Outer Model*

Source : SmartPLS Results, 2024 (processed)

Table 1. Convergent Validity Analysis Results

Variabel	Average variance extracted (AVE)
<i>Workplace spirituality (X1)</i>	0,768
Work Rotation (X2)	0,643
<i>Servant Leadership (X3)</i>	0,767
<i>Organizational Citizenship Behavior (Y)</i>	0,662

Source: SmartPLS Results, 2024 (2025)

Based on the results of the Kolmogorov-Smirnov normality test on the residual value of the regression model between independent and dependent variables, a significance value of 0.200 was obtained. Since the significance value is greater than 0.05 (>0.05), it can be concluded that the residual data is normally distributed. This

means that the data can be used for further analysis with a regression parametric statistical test because it meets the normality requirements.

2. Uji R-Square

Table 2 Uji R-Square

Variabel	R-square	R-square adjusted
<i>Organizational Citizenship Behavior (Y)</i>	0,939	0,936

Source: SmartPLS Results, 2024 (2025)

R- valuesquare *Organizational Citizenship Behavior* by 0.939. The value explains that the influence of *workplace spirituality*, work rotation and *servant leadership* against *organizational citizenship behavior* in employees of the Madiun Regency Manpower and Transmigration Office (Disnaker) in this study was 94%, while R-square adjusts from *Organizational Citizenship Behavior* of 0.936 or 93%, the rest were not described in the study that was not included in this study. Change in R- valuesquare (R²) can be used to explain the influence of a particular independent variable or independent variable on whether it has a substantial influence (Ghozali & Latan, 2015).

3. Hypothesis Test (Structural Equation Model)

Based on the operational variables of this study, the form of the research model was then processed using Partial Least Square (PLS) to test the validity of the model. To test the validity of the model using the other model (measurement model)

Table 3 T-Stats Test

Hipotesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1	0.160	0.171	0.038	4.177	0.000
H2	0.849	0.839	0.038	22.394	0.000
H3	0.004	0.003	0.036	0.098	0.923

Source : SmartPLS Results, 2024 (processed)

Based on the table above, the hypothesis in this study can be concluded that:

- a) Workplace spirituality affects Organizational Citizenship Behavior because the t values of the statistics $> t$ table $4.177 > 1.96$ and the p value of $0.000 < 0.05$, then **H1 is accepted.**
- b) Work Rotation affects Organizational Citizenship Behavior because the t statistics value of $> t$ table $22,394 > 1.96$ and the p value of $0.000 < 0.0$, **H2 is accepted.**
- c) Servant Leadership has no effect on Organizational Citizenship Behavior because the t values of the statistics $< t$ table are $0.098 > 1.96$ and the p value is $0.923 > 0.05$, so **H3 is rejected**

D. CONCLUSION

Based on the results of the research conducted, it can be concluded that H1 shows that *workplace spirituality* has a positive effect on *organizational citizenship behavior* (OCB) in employees of the Madiun Regency Manpower and Transmigration Office. Employees who have a sense of spirituality at work tend to find meaning in their work, be grateful for the results obtained, and stay focused on their responsibilities. This fosters a commitment, care, and sense of community that encourages them to help colleagues voluntarily, maintain harmonious relationships, and contribute more than just formal obligations. Thus, *workplace spirituality* not only forms a positive attitude, but also increases extra-role behaviors (OCB) that support organizational effectiveness and the achievement of agency goals.

From H2, it shows that work rotation has been proven to have a positive effect on *Organizational Citizenship Behavior* (OCB) in the Madiun Regency Directorate. Through rotation, employees gain a broader understanding of organizational functions, develop new skills, and avoid burnout, thereby increasing job satisfaction and motivation. Rotation also strengthens cross-unit interactions, builds solidarity, and fosters a sense of belonging and loyalty to agencies. As a result, employees often show extra-role behaviors such as helping

colleagues, providing constructive input, maintaining good relationships, and working beyond minimum standards. Thus, work rotation is not only a human resource development strategy, but also an effective means to grow OCB that supports the achievement of organizational goals optimally.

Meanwhile, H3 shows that *Servant Leadership* has no effect on *Organizational Citizenship Behavior (OCB)* in Madiun Regency Directorate employees. This can be caused by rigid bureaucratic structures, inconsistent leadership implementation, and differences in motivation and personal values of employees who are more dominant influence extra behavior. Employees also do not fully experience the real practices of *Servant Leadership* such as full support, personal attention, and continuous guidance. Thus, increasing OCB in the Directorate of Labor is more effectively achieved through internal employee factors and other approaches, such as strengthening *Workplace Spirituality* and optimal work rotation management.

E. SUGGESTION

For the Madiun Regency Manpower and Transmigration Office (DISNAKER), it is recommended to continue to strengthen the implementation of Organizational Citizenship Behavior (OCB) through increasing workplace spirituality, structuring a more targeted work rotation system, and developing servant leadership which is consistent in building employee performance. Meanwhile, for future research, it is recommended to expand the research object to other agencies or regions, add other relevant variables outside this study, and consider the use of qualitative and mixed methods so that the results are more in-depth and comprehensive. For readers, this research is expected to be a scientific reference that enriches insights about OCB, as well as providing a new understanding of how aspects of spirituality, work rotation, and leadership style contribute to improving employee performance.

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