

## THE INFLUENCE OF ORGANIZATIONAL CULTURE, *SERVANT LEADERSHIP*, AND *ORGANIZATIONAL CITISENSHIP BEHAVIOR* ON EMPLOYEE PERFORMANCE

Deva Intan Margarini <sup>1)</sup>

<sup>1</sup> Management, Faculty of Economics and Business, PGRI Madiun University  
email: [devaintanm@gmail.com](mailto:devaintanm@gmail.com)

### Abstrak

Menurut Yuniarti (2021), menjelaskan kinerja karyawan merupakan prestasi yang dicapai seseorang atau kelompok berdasarkan wewenang dan tanggung jawabnya selaras dengan tujuan organisasi secara efisien dan efektif. Untuk menguji pengaruh budaya organisasi, *servant leadership*, dan *organizational citizenship behavior* terhadap kinerja karyawan di PT Mandiri Tunas Finance Madiun. Penelitian ini dilakukan berdasarkan hasil pra-riset yang menunjukkan adanya beberapa masalah tentang budaya organisasi, *servant leadership*, dan *organizational citizenship behavior* terhadap kinerja karyawan pada PT Mandiri Tunas Finance Madiun. Hasil penelitian ini membuktikan bahwa: (1) budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan PT Mandiri Tunas Finance Madiun; (2) *servant leadership* berpengaruh positif dan signifikan terhadap kinerja karyawan PT Mandiri Tunas Finance Madiun; (3) *organizational citizenship behavior* berpengaruh positif dan signifikan terhadap kinerja karyawan PT Mandiri Tunas Finance Madiun.

**Kata Kunci:** Budaya Organisasi, *Servant Leadership*, *Organizational Citizenship Behavior*, Kinerja Karyawan.

### Abstract

According to Yuniarti (2021), employee performance is an achievement achieved by an individual or group based on their authority and responsibility in line with organizational goals efficiently and effectively. To test the influence of organizational culture, *servant leadership*, and *organizational citizenship behavior* on employee performance at PT Mandiri Tunas Finance Madiun. This research was conducted based on the results of pre-research which showed several problems regarding organizational culture, *servant leadership*, and *organizational citizenship behavior* on employee performance at PT Mandiri Tunas Finance Madiun. The results of this study prove that: (1) organizational culture has a positive and significant effect on employee performance at PT Mandiri Tunas Finance Madiun; (2) *servant leadership* has a positive and significant effect on employee performance at PT Mandiri Tunas Finance Madiun; (3) *organizational citizenship behavior* has a positive and significant effect on employee performance at PT Mandiri Tunas Finance Madiun.

**Keywords :** *Organizational Culture, Servant Leadership, Organizational Citizenship Behavior, Employee Performance.*

## A. INTRODUCTION

Source Power quality human resources is factor important in increase income company at a time sustainability business. For reach results maximum, company need give rights employees to create motivation work and improvement performance.

Table 1 Percentage of Employee Performance Assessment of PT Mandiri Tunas Finance Madiun 2020-2024.

Assessment Aspects	Year (Assessment in Percentage)				
	2020	2021	2022	2023	2024
Productivity	92	87	84	79	74
Discipline (Level of Compliance)	88	82	79	74	69
Quality of service	88	84	81	76	72
Teamwork	85	82	79	74	70
Work initiatives	87	80	75	65	55
Timeliness of task completion	95	91	87	82	76
Compliance with SOPs	93	89	85	81	76
Job satisfaction	88	83	78	73	69
Internal communication	84	80	77	72	67
Adaptability	87	83	79	75	70
Quality of documents and reports	90	85	81	77	72
Compliance with OJK regulations and internal audits	94	91	87	83	78
On-time billing rate	89	86	83	78	73
Achieving sales/credit targets	91	87	82	76	71
Customer satisfaction	86	82	78	74	69
Operational efficiency	88	85	82	78	73

Source: HRD Report of PT Mandiri Tunas Finance (2024).

In facing increasing competition strict, company No only depend on aspect financial, but also non- financial aspects like culture organization. Culture strong organization can unite objective individual with objective organization so that push improvement performance employee.

Besides culture organization, style leadership also has influence big to performance employees. One of the style relevant leadership is *servant leadership*, namely service - oriented leadership, development employees, as well as concern to welfare they. Leadership style This

proven capable increase motivation, loyalty, and productivity, although a number of research also shows mixed results related its influence to performance.

Other factors that contribute play a role is *organizational citizenship behavior* (OCB), namely behavior volunteering outside description formal work that contributes positive to effectiveness organization. OCB such as initiative, work same, and caring to colleague Work can increase productivity and quality work. However, research previously show existence difference results, where OCB does not always influential significant to performance employee.

The phenomenon at PT Mandiri Tunas Finance (MTF) Madiun show existence decline performance employees in the 2020–2024 period in various aspect like productivity, discipline, quality service, work The same team, until satisfaction work. Downward trend This indicates existence weakness in culture organization, the implementation of servant leadership is not optimal, and decline OCB quality. Condition This impact directly on the decline satisfaction customer as well as image company.

Based on phenomenon said, it is important For study more carry on How culture organization, servant leadership, and OCB have an influence to performance employees. Research This expected can give contribution real in strengthening HR management strategies, creating culture more organizations positive, participatory and servant leadership, and environment work that encourages behavior prosocial employees. Therefore that, research This entitled "The Influence Culture Organization, *Servant Leadership*, and *Organizational Citizenship Behavior* on Employee Performance (Study on Employees of PT Mandiri Tunas Finance Madiun)".

## 1. Organizational culture

Culture organization in essence is system values, beliefs, and meanings together with the members organization, which influences method think, act, and behave in environment work. According to Busro (2018), culture organization become system distinguishing values One organization with others, while Schein in Supriyatno (2018) calls it as pattern helpful basis organization solve problems and adapt with environment. Marlinah (2023) emphasized that

culture organization reflect characteristics unique that distinguishes something organization, while Awa (2023) added that culture the born and developed blessing commitment as well as support member organization. With thus, culture organization formed from experience, philosophy, and values together continuously develop along internal and external interactions external organization.

## **2. *Servant Leadership***

*Servant leadership* is a leadership style that prioritizes service, focusing on the interests, needs, and development of others, both personally and professionally. According to Siahaan (2024) and Sendjaya (2022), leaders with this style not only support followers in developing skills but also instill the values of trust, integrity, and caring. Boone (2019) emphasized that servant leadership presents a solution to the leadership crisis by prioritizing followers' aspirations over personal interests. Similarly, Berret & Koehler (2021) explained that this style stems from a genuine desire to serve, which then becomes the basis for guiding and leading others.

## **3. *Organizational Citizenship Behavior***

*Organizational Citizenship Behavior* (OCB) is voluntary employee behavior that goes beyond formal job responsibilities and is not directly rewarded or punished. According to Naway (2017), this behavior takes the form of extra- and prosocial roles that support the smooth running of the organization outside of routine activities. While Simarmata (2022) emphasizes that OCB is not part of a job description but is still beneficial to the organization. Similarly, Kreitner & Kinicki (2021) explain that OCB contributes to maintaining and improving the social and psychological conditions of an organization. Thus, OCB serves to strengthen work effectiveness and organizational harmony.

## **4. *Employee performance***

Employee performance is the result of an individual's ability, effort, and responsibility in carrying out their duties to achieve organizational goals effectively and efficiently. According to Lestari (2023), performance reflects an employee's contribution and achievements within the organization. Suwindia & Wati (2021) emphasize that performance is influenced by strong

will, ability, and effort. Yuniarti (2021) adds that performance is the work achievement of an individual or group according to their authority and responsibility. Warella et al. (2021) emphasize that employee performance is a crucial factor determining organizational success. Therefore, employee performance needs to be a primary concern because it plays a significant role in achieving organizational goals.

## B. METHOD

Study This The research was conducted at PT Mandiri Tunas Finance Madiun , located at Jalan Mayjen Sungkono No. 31, Madiun City. The research period ongoing during four months, namely March 2025 to June 2025. Type of research used is study quantitative associative with method survey use questionnaire as instrument data collection. Data obtained analyzed in a way statistics with help SPSS application. Population in study This is all over employees of PT Mandiri Tunas Finance Madiun as many as 74 people, and because the amount relatively small, then technique taking sample using saturated sampling, so that all over population made into sample study.

Variables study consists of from three variables independent that is Culture Organization (X1), *Servant Leadership* (X2), and *Organizational Citizenship Behavior* (X3), as well as One variables dependent namely Employee Performance (Y). Data collected use questionnaire with 4 - point Likert scale. The analysis technique used is analysis multiple linear regression , with stages of validity testing, reliability testing, assumption testing classical (normality, multicollinearity, and heteroscedasticity), as well as hypothesis testing through t-test and coefficient test determination ( $R^2$ ).

## C. RESULTS AND DISCUSSION

### 1. Research Instrument Testing

Uji validity done in count how valid and whether or not a questionnaire. An instrument is said to be valid if it can process and measure accurately And appropriate (Ghozali, 2019) . The results of the validity test show that all questions from the cultural variables organization (X1), *servant leadership* (X2), and *organizational citizenship behavior* (X3), as well as performance

employees (Y) showed results that had a significance value  $<0.05$  and a calculated  $r$  value  $>0.229$ , thus all questions in the questionnaire can be used and can be trusted to collect the required data.

The reliability test in this study was used to measure the indicators of the variables in a questionnaire (Ghozali, 2019). An indicator is said to be reliable if a person's answers to the questions are consistent. The results of the reliability test using Cronbach's Alpha for each variable are: *servant leadership* (X2), and *organizational citizenship behavior* (X3), as well performance employee (Y) is more than 0.70, then it can be stated that the indicators for each variable are reliable.

## 2. Classical Assumption Test

### a. Normality iTest

The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution (Ghozali, 2019).

Table 2 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		74
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Standard Deviation	3.20842741
Most Extreme Differences	Absolute	.064
	Positive	.060
	Negative	-.064
Test Statistics		.064
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed by SPSS (2025)

The *Kolmogorov-Smirnov* test results show a significant probability value  $>0.05$ .

Therefore, it can be concluded that the data is normally distributed.

### b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between variables (Ghozali, 2019).

Table 3 Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	.798	1,253
	<i>Servant Leadership</i>	.980	1,021
	<i>Organizational Citizenship Behavior</i>	.786	1,272

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS (2025).

Based on the results of the multicollinearity test, it shows that each variable, namely has a tolerance of  $> 0.10$  and a VIF value  $\leq 10$ , then each of these variables shows that there is no multicollinearity between the independent variables in the regression model.

### c. Heteroscedasticity Test

The Heteroscedasticity Test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of unequal variances from the residuals for regression model observations (Ghozali, 2019).

Table 4 Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	1 (Constant)	29,942	5,691			
	Organizational culture	.028	.044	.081	.623	.536
	<i>Servant Leadership</i>	.021	.091	.029	.230	.819
	<i>Organizational Citizenship Behavior</i>	.046	.069	.001	.005	.996

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS (2025).

Based on the results of the *Glejser* test in the table above, it shows that each variable shows a sig value  $> 0.05$ , thus it can be concluded that the data does not show symptoms of heteroscedasticity.

## 3. Hypothesis Testing

### a. t-test

Based on data processing using the SPSS 24 program, the following output was obtained:

Table 5 Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	47,174	.777		60,727	.000
	Organizational culture	.508	.015	1,064	33,632	.000
	<i>Servant Leadership</i>	.098	.021	.135	4,753	.000
	<i>Organizational Citizenship Behavior</i>	.058	.007	.247	7,756	.000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS (2025).

- 1) Based on the SPSS output, it was obtained that the significant value was  $0.000 < 0.050$  and the t-count value was  $33.632 > 1.655$  (in a two-sided test of 5% with  $(nk) = 74-3 = 71$ , so that  $H_a$  was accepted and  $H_o$  was rejected. From the results of this hypothesis test, it was concluded that organizational culture had an effect on employee performance.
- 2) Based on the SPSS output, it was obtained that the significant value was  $0.000 < 0.050$  and the t-count value was  $4.753 > 1.655$  (in a two-sided test of 5% with  $(nk) = 74-3 = 71$ , so that  $H_a$  was accepted and  $H_o$  was rejected. From the results of this hypothesis test, it was concluded that *servant leadership* had an effect on employee performance.
- 3) Based on the SPSS output, a significant value of  $0.000 < 0.050$  was obtained and a t-count value of  $7.756 > 1.655$  (in a two-sided test of 5% with  $(nk) = 74-3 = 71$ , so that  $H_a$  was accepted and  $H_o$  was rejected. From the results of this hypothesis test, it is concluded that *organizational citizenship behavior* has an effect on employee performance.

## 4. Discussion

### a. The nfluence of Organizational Culture on Employee Performance

Organizational culture is the independent variable in this study. The independent

variable is the variable whose influence on the dependent variable, namely employee performance, is measured. The results of the multiple linear regression test in Table show that the organizational culture variable is 0.508 and is marked with a (+) sign. This indicates that organizational culture will increase employee performance by 0.508, or 50.8%. Meanwhile, for the results of the t-test (partial test) in table 4.12, it can be seen that organizational culture has a significant value of  $0.000 < 0.050$  and a calculated t-value of  $33.632 > 1.655$  (in a two-sided test of 5% with  $(nk) = 74 - 3 = 71$ , so that  $H_a$  is accepted and  $H_o$  is rejected. From the results of this hypothesis test, it is concluded that organizational culture has an effect on employee performance.

The implications of organizational culture are crucial in influencing employee performance. PT Mandiri Tunas Finance Madiun's organizational culture, which is instilled in its employees, is expected to further improve employee performance assessments. This finding is supported by questionnaire responses to the organizational culture variable.

In a study by Jamaluddin *et al.* (2017), it was explained that the importance of organizational culture can motivate each individual employee to perform optimally. Therefore, organizational culture significantly influences employee performance. Conversely, research conducted by Mewahaini & Sidharta (2022) explains that organizational culture has no influence on improving employee performance in an organization or company. Other studies also indicate that organizational culture significantly influences employee performance (Febriantina *et al.*, 2018; Muis *et al.*, 2018; Astuti, 2022).

## **b. The Influence of *Servant Leadership* on Employee Performance**

*Servant leadership* is the independent variable in this study. The independent variable is the variable whose influence on the dependent variable, namely employee performance, is measured. The results of the multiple linear regression test in Table show that the *servant leadership variable* has a positive (+) value of 0.098, indicating that organizational culture will increase employee performance by 0.098, or 9.8%. Meanwhile, for the results of the t-test (partial test) in table 4.12, it can be seen that organizational culture has a significant

value of  $0.000 < 0.050$  and a calculated t-value of  $4.753 > 1.655$  (in a two-sided test of 5% with  $(nk) = 74-3 = 71$ , so that  $H_a$  is accepted and  $H_o$  is rejected. From the results of this hypothesis test, it is concluded that *servant leadership* has an effect on employee performance.

*servant leadership* variables play a significant role in influencing employee performance. The application of *servant leadership* is reflected in questionnaire responses, which indicate that employees perceive a positive impact from leadership that prioritizes service, attention to the needs of subordinates, and support for developing personal potential. Thus, *servant leadership* is a crucial factor in driving overall employee performance improvement.

In Agatha & Go's research (2021), it was revealed that influential *servant leadership* is significant to performance employees. Leadership style this is a perfect fit for increasing performance employees at a company. On the other hand in study Apriyanti *et al.*, (2021), explains that leadership style shaped *servant leadership* is influential to performance employees at a company. Research others also stated that influential *servant leadership* is positive and significant to performance employees at a company (Dani, 2021; Awaliya & Endratno, 2023).

### c. The Influence of Job Resources on Work Engagement

*Organizational citizenship behavior* is the independent variable in this study. The independent variable is the variable whose influence on the dependent variable, namely employee performance, is measured. The results of the multiple linear regression test in Table show that the *organizational citizenship behavior variable* is 0.058 and is marked with a plus sign. This indicates that organizational culture will increase employee performance by 0.058, or 5.8%. Meanwhile, for the results of the t-test (partial test) in table 4.12, it can be seen that organizational culture has a significant value of  $0.000 < 0.050$  and a calculated t-value of  $7.756 > 1.655$  (in a two-sided test of 5% with  $(nk) = 74-3 = 71$ , so that  $H_a$  is accepted and  $H_o$  is rejected. From the results of this hypothesis test, it can be concluded that *organizational citizenship behavior* has an effect on employee performance.

The implications of *organizational citizenship behavior* (OCB) are crucial in supporting improved employee performance. When PT Mandiri Tunas Finance Madiun employees demonstrate OCB behaviors, such as helping coworkers, being loyal to the company, and demonstrating initiative beyond their formal duties, this can indirectly strengthen individual and team performance. This finding is supported by questionnaire results, which indicate that the majority of respondents have high levels of OCB, which ultimately has a positive impact on overall employee performance assessments.

In the Suzana's research (2017) explains that *organizational citizenship behavior* that occurs a company can't said okay then a way direct influential positive and significant to performance employees. On the other hand research conducted Lukito (2020), revealed that performance employees in the company become good and able advance organization No influenced by *organizational citizenship behavior* employees. Research others also stated that *organizational citizenship behavior* has an influence positive and significant to performance employees at a company (Fadly et al. , 2020; Saputro, 2021; Rudini, 2024).

## D. CONCLUSION

Based on the results of data analysis and discussion regarding the influence of organizational culture, *servant leadership*, and *organizational citizenship behavior* on employee performance at PT Mandiri Tunas Finance Madiun, it can be concluded that organizational culture has the greatest influence on employee performance. These results indicate that the better the organizational culture implemented, the higher the employee performance. This finding is consistent with most previous studies that state that organizational culture is a key factor in driving employee productivity and performance. *Servant leadership* influences employee performance. Leadership that prioritizes service, attention, and support for subordinates has been shown to increase employee motivation and work performance. This reinforces the importance of implementing a humanistic leadership style in the workplace.

*Organizational citizenship behavior* contributes to improved employee performance. Voluntary behavior outside of formal duties, such as helping coworkers and demonstrating

loyalty to the company, contributes to the efficiency and effectiveness of both teamwork and individual performance. Overall, the results of this study indicate that developing a strong organizational culture, implementing a servant leadership style, and enhancing *organizational citizenship behavior* can be effective strategies for improving employee performance at PT Mandiri Tunas Finance Madiun.

## E. SUGGESTION

Companies are advised to continue strengthening their established organizational culture, such as values of cooperation, discipline, and commitment to the company's vision, as these have been proven to significantly impact employee performance. Companies also need to develop and implement servant leadership principles, with greater attention to the well-being, development needs, and aspirations of individual employees. Organizational citizenship behavior should be fostered through training, reward programs, and the creation of a work environment that supports collaboration and initiative without coercion.

Further research is recommended to include other variables that may influence employee performance, such as work motivation, job satisfaction, or work-life balance, to obtain more comprehensive results. This research was conducted only at one company, PT Mandiri Tunas Finance Madiun. Therefore, to generalize the results, further research is recommended in other companies or industrial sectors with different characteristics. The use of qualitative or mixed methods can also be an alternative to delve deeper into the factors influencing employee performance from a broader and more in-depth perspective.

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