

The Influence of Servant Leadership, Emotional Quotient, and Work Stress on Organizational Citizenship Behavior (A Study on Employees at the Meruya Selatan Sub-District Office)

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ABSTRACT

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This study aims to analyze the influence of Servant Leadership, Emotional Quotient, and Work Stress on Organizational Citizenship Behavior among employees at the Meruya Selatan Village Office. The population in this study consists of all Public Facilities and Infrastructure Handling Officers at the Meruya Selatan Village Office. The sample in this study includes the entire population, totaling 82 people, using the saturated sample method. This study applies a quantitative approach with a causal research design. Data were collected through the distribution of questionnaires, while data analysis was conducted using Partial Least Squares (PLS) with the help of SmartPLS software. The results show that Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior. Emotional Quotient also has a positive and significant effect on Organizational Citizenship Behavior. Meanwhile, Work Stress has a negative and significant effect on Organizational Citizenship Behavior. These findings indicate the importance of strengthening Servant Leadership, Emotional Quotient, and managing Work Stress to improve employees' Organizational Citizenship Behavior.

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1. INTRODUCTION

In the current era of globalization, the sub-district office (kelurahan) as the smallest unit of government faces new challenges in meeting the needs of its citizens. Technological developments, social changes, and global dynamics demand that sub-district offices become more adaptive and responsive. In this context, the role of human resources within the kelurahan is highly important. Human resources in the kelurahan serve as a bridge between the government and the community, facilitating development programs and encouraging active community participation. With professional, dedicated human resources who possess a strong understanding of citizens' needs, the kelurahan can operate more effectively in achieving its goals, namely improving the welfare and quality of life at the local level.

Human resources are the most valuable asset of an organization, referring to all employees working within it. These individuals possess diverse skills, knowledge, experiences, and abilities. Successful organizations understand that human resources are not merely workers but strategic partners in achieving organizational objectives (Hasibuan, 2020). This is further emphasized by (Soelton, 2024), who states that competent human resources with high performance are the key to

enhancing competitiveness and achieving organizational excellence. To maximize organizational outcomes, every organization must strive to achieve its goals by utilizing its resources while ensuring long-term sustainability. In other words, organizational performance is achieved when tasks and responsibilities are carried out effectively and efficiently while remaining relevant to the expectations of all stakeholders (Soelton & Nugrahati, 2018).

The Meruya Selatan Sub-District Office is a local government office located at 73 H. Sa'aba Street, Joglo, Kembangan District, West Jakarta City, Special Capital Region of Jakarta 11640. Its responsibilities include a wide range of administrative activities such as licensing, civil registration, public services, and other services related to citizens' needs at the local level. Beyond administrative functions, the Meruya Selatan Sub-District Office also plays an important role in facilitating communication between the local government and the community. Thus, the sub-district office holds a strategic position in ensuring the fulfillment of administrative needs and public services at the kelurahan level.

Previous studies have identified a research gap concerning the influence of Servant Leadership on Organizational Citizenship Behavior (OCB). For instance, (Khian & Bernarto, 2021) found that Servant Leadership has a positive influence on OCB, while (Ludin & Mukti, 2023) concluded that Servant Leadership does not have a significant influence on OCB.

Similarly, research by (Sandora & Yasni, 2024) revealed that Emotional Quotient has a positive influence on OCB, whereas (Fatmawati & Azizah, 2022) found that Emotional Quotient has no significant effect on OCB.

Furthermore, (Yulianto et al., 2023) reported that Work Stress has a positive and significant effect on OCB, while (Bramidha et al., 2022) discovered that Work Stress has a significant negative effect on OCB.

Although many prior studies have examined the relationship between Servant Leadership, Emotional Quotient, and Work Stress on OCB, differences remain among the findings, as outlined above. Therefore, this study seeks to confirm these gaps in the existing literature.

Based on the above research background, the author is interested in conducting a study entitled **"The Influence of Servant Leadership, Emotional Quotient, and Work Stress on Organizational Citizenship Behavior (A Study on Employees at the Meruya Selatan Sub-District Office)."**

The objectives of this study are as follows: 1) To identify and analyze the influence of Servant Leadership on Organizational Citizenship Behavior (OCB) at the Meruya Selatan Sub-District Office; 2) To identify and analyze the influence of Emotional Quotient on Organizational Citizenship Behavior (OCB) at the Meruya Selatan Sub-District Office; 3) To identify and analyze the influence of Work Stress on Organizational Citizenship Behavior (OCB) at the Meruya Selatan Sub-District Office.

The contributions of this research are expected to provide both theoretical and practical benefits. Theoretically, this study is expected to enhance the author's knowledge, experience, and understanding in the field of management, particularly as an extension of the academic knowledge gained during university studies. Additionally, the findings of this research are expected to contribute insights for the Meruya Selatan Sub-District Office and serve as a valuable academic contribution for Universitas Mercu Buana in advancing knowledge, particularly regarding Servant Leadership, Emotional Quotient, Work Stress, and Organizational Citizenship Behavior (OCB). Practically, this study is expected to provide useful recommendations for the sustainability of the Meruya Selatan Sub-District Office in improving the implementation of Servant Leadership, Emotional Quotient, Work Stress management, and the development of Organizational Citizenship Behavior (OCB).

2. RESEARCH METHOD

Research Design

Based on the research objectives mentioned in the first chapter, the research design used in this study is a causal research design. Causal research refers to research that aims to determine the effect or relationship between two or more variables, requiring hypothesis testing using analytical tools through SmartPLS (Partial Least Squares) (Sugiyono, 2017).

Definition of Variables

A variable is anything determined by the researcher to be studied in order to obtain information about it, from which conclusions can then be drawn. In this study, the variables consist of two types: dependent variable and independent variable (Sugiyono, 2019:76).

a. Dependent Variable

This variable is often referred to as the output, criterion, or consequent variable. In Bahasa Indonesia, it is called variabel terikat. The dependent variable is the variable that is influenced by or is the result of the independent variable (Sugiyono, 2017). The dependent variable in this study is Organizational Citizenship Behavior (OCB).

b. Independent Variable

This variable is often referred to as the stimulus, predictor, or antecedent variable. In Bahasa Indonesia, it is called variabel bebas. The independent variable is the variable that influences or causes changes in, or the emergence of, the dependent variable (Sugiyono, 2017). The independent variables in this study are Servant Leadership, Emotional Quotient, and Work Stress.

Population and Sample

The population and sample in this study consist of Public Infrastructure and Facility Handling Officers (Petugas Penanganan Prasarana dan Sarana Umum) at the Meruya Selatan Sub-District Office, totaling 82 individuals.

Data Collection Method

This study uses an ordinal scale with Likert scale measurements through questionnaires distributed randomly via WhatsApp using a Google Form link. The collected data were analyzed using SmartPLS 4.0 software to identify relationships among the variables.

3. RESULTS AND DISCUSSIONS

Results of Measurement Model Testing (Outer Model)

Table 1. Results of Convergent Validity Test

Variable	Indicator	Outer Loading	Description
Servant Leadership	SL1	0.746	Valid
	SL2	0.823	Valid
	SL3	0.818	Valid
	SL4	0.774	Valid
	SL5	0.756	Valid
	SL6	0.756	Valid
	SL7	0.780	Valid
	SL8	0.847	Valid
	SL9	0.853	Valid
	SL10	0.790	Valid
	SL11	0.810	Valid
	SL12	0.731	Valid
	SL13	0.842	Valid
	SL14	0.792	Valid
	SL15	0.814	Valid
Emotional Quotient	EQ1	0.819	Valid
	EQ2	0.848	Valid
	EQ3	0.841	Valid
	EQ4	0.851	Valid
	EQ5	0.834	Valid
	EQ6	0.825	Valid
	EQ7	0.865	Valid
	EQ8	0.855	Valid
	EQ9	0.803	Valid
	EQ10	0.813	Valid
	EQ11	0.736	Valid
Work Stress	WS1	0.820	Valid

Variable	Indicator	Outer Loading	Description
	WS2	0.773	Valid
	WS3	0.835	Valid
	WS4	0.794	Valid
	WS5	0.868	Valid
	WS6	0.896	Valid
	WS7	0.880	Valid
	WS8	0.723	Valid
	Organizational Citizenship Behavior	OCB1	0.718
OCB2		0.871	Valid
OCB3		0.828	Valid
OCB4		0.842	Valid
OCB5		0.786	Valid
OCB6		0.843	Valid
OCB7		0.869	Valid
OCB8		0.722	Valid
OCB9		0.811	Valid
OCB10		0.763	Valid
OCB11		0.778	Valid
OCB12		0.781	Valid
OCB13		0.812	Valid
OCB14		0.768	Valid
OCB15		0.890	Valid

Source: SmartPLS Output (2025)

As shown in Table 1. above, all loading factor values for each indicator of the variables used in this study are greater than 0,70. These results indicate that all indicators are declared valid and meet the requirements of the convergent validity test since the values of all indicators are > 0,70.

Table 2. Results of Discriminant Validity Test – Heterotrait-Monotrait Ratio (HTMT)

Variable	Servant Leadership	Emotional Quotient	Work Stress	Organizational Citizenship Behavior
Servant Leadership				
Emotional Quotient	0.483			
Work Stress	0.463	0.567		
Organizational Citizenship Behavior	0.616	0.669	0.684	

Source: SmartPLS Output (2025)

Based on Table 2. above, the results of the Heterotrait-Monotrait Ratio (HTMT) test show that all correlation values between constructs are below the maximum threshold of 0,90, with most values even below 0,85. These findings indicate that each construct in the model has good discriminant validity, meaning that each construct can be clearly distinguished from one another. Thus, there is no indication of excessively high correlations between constructs, and the model is considered to have met the criteria for good HTMT validity.

Table 3. Results of Fornell-Larcker Criterion Test

Variable	Servant Leadership	Emotional Quotient	Work Stress	Organizational Citizenship Behavior
Servant Leadership	0.796			
Emotional Quotient	0.471	0.827		
Work Stress	-0.460	-0.544	0.825	
Organizational Citizenship Behavior	0.608	0.648	-0.667	0.807

Source: SmartPLS Output (2025)

Based on the results of the discriminant validity test using the Fornell-Larcker Criterion presented in Table 3. above, it can be concluded that all constructs in this study meet the discriminant validity criteria. This is demonstrated by the square root of the Average Variance Extracted (AVE)

values, which are greater for each construct compared to the correlations with other constructs, namely Servant Leadership (0,796), Emotional Quotient (0,827), Work Stress (0,825), and Organizational Citizenship Behavior (0,807). Since all these values are higher than the correlations between constructs, it shows that each construct is truly distinct from the others, confirming that the measurement model possesses good discriminant validity.

Table 4. Results of Discriminant Validity Test – Cross Loadings

	Servant Leadership	Emotional Quotient	Work Stress	Organizational Citizenship Behavior
SL1	0.746	0.497	-0.280	0.440
SL2	0.823	0.314	-0.379	0.494
SL3	0.818	0.344	-0.376	0.499
SL4	0.774	0.374	-0.362	0.511
SL5	0.756	0.449	-0.427	0.446
SL6	0.756	0.212	-0.216	0.350
SL7	0.780	0.313	-0.343	0.452
SL8	0.847	0.529	-0.456	0.589
SL9	0.853	0.371	-0.415	0.599
SL10	0.790	0.327	-0.334	0.466
SL11	0.810	0.327	-0.395	0.507
SL12	0.731	0.379	-0.282	0.366
SL13	0.842	0.558	-0.481	0.567
SL14	0.792	0.273	-0.320	0.470
SL15	0.814	0.268	-0.328	0.378
EQ1	0.322	0.819	-0.492	0.539
EQ2	0.404	0.848	-0.445	0.571
EQ3	0.409	0.841	-0.466	0.496
EQ4	0.419	0.851	-0.453	0.591
EQ5	0.411	0.834	-0.479	0.523
EQ6	0.372	0.825	-0.401	0.488
EQ7	0.361	0.865	-0.469	0.482
EQ8	0.464	0.855	-0.528	0.504
EQ9	0.340	0.803	-0.402	0.599
EQ10	0.415	0.813	-0.442	0.565
EQ11	0.339	0.736	-0.360	0.504
WS1	-0.319	-0.344	0.820	-0.470
WS2	-0.269	-0.398	0.773	-0.503
WS3	-0.442	-0.502	0.835	-0.623
WS4	-0.275	-0.383	0.794	-0.406
WS5	-0.407	-0.536	0.868	-0.600
WS6	-0.414	-0.476	0.896	-0.554
WS7	-0.524	-0.505	0.880	-0.702
WS8	-0.296	-0.394	0.723	-0.439
OCB1	0.438	0.520	-0.586	0.718
OCB2	0.504	0.556	-0.564	0.871
OCB3	0.602	0.581	-0.539	0.828
OCB4	0.532	0.526	-0.579	0.842
OCB5	0.444	0.625	-0.494	0.786
OCB6	0.564	0.547	-0.548	0.843
OCB7	0.589	0.607	-0.621	0.869
OCB8	0.388	0.473	-0.409	0.722
OCB9	0.420	0.530	-0.604	0.811
OCB10	0.416	0.423	-0.428	0.763
OCB11	0.345	0.428	-0.573	0.778
OCB12	0.528	0.484	-0.505	0.781
OCB13	0.536	0.518	-0.612	0.812
OCB14	0.412	0.431	-0.431	0.768

	Servant Leadership	Emotional Quotient	Work Stress	Organizational Citizenship Behavior
OCB15	0.565	0.526	-0.517	0.890

Source: SmartPLS Output (2025)

Based on Table 4. above, it can be concluded that all indicators in this study have adequately met discriminant validity. This is evidenced by the loading factor values of each indicator, which are higher for their respective constructs than for other constructs. These findings confirm that each construct in the model can clearly distinguish itself from the others, meaning that all indicators can be declared valid in representing their respective constructs.

Table 5. Results of Average Variance Extracted (AVE) Test

Variable	AVE
Servant Leadership	0.634
Emotional Quotient	0.684
Work Stress	0.681
Organizational Citizenship Behavior	0.651

Source: SmartPLS Output (2025)

Based on Table 5. above, it can be seen that all variables in this study show AVE values above 0,50, namely Servant Leadership (0,634), Emotional Quotient (0,684), Work Stress (0,681), and Organizational Citizenship Behavior (0,651). AVE values greater than 0,50 indicate that all indicators of each construct are able to explain the construct itself. Thus, each construct in this research model demonstrates good convergent validity, as its indicators effectively represent the construct being measured.

Table 6. Results of Cronbach's Alpha & Composite Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Description
Servant Leadership	0.959	0.963	Reliable
Emotional Quotient	0.954	0.955	Reliable
Work Stress	0.933	0.946	Reliable
Organizational Citizenship Behavior	0.961	0.964	Reliable

Source: SmartPLS Output (2025)

Based on Table 6. above, all constructs in this study demonstrate very good Cronbach's alpha and composite reliability values, which are above the recommended threshold of 0,70. This indicates that the instruments used in this study have high consistency, and the constructs measured can be considered reliable since the Cronbach's alpha and composite reliability values of each construct are greater than 0,70.

Results of Structural Model Testing (Inner Model)

Table 7. Results of R-Square Test

Endogenous Variable	R-Square	Description
Organizational Citizenship Behavior	0.622	Moderate

Source: SmartPLS Output (2025)

From Table 7. above, the results of the R-Square (R^2) test for the endogenous variable Organizational Citizenship Behavior (OCB) show a value of 0,622 or equivalent to 62,2%. This value falls into the moderate category. This means that the three exogenous variables (Servant Leadership, Emotional Quotient, and Work Stress) are able to explain 62.2% of the variance in Organizational Citizenship Behavior, while the remaining 37.8% is influenced by other factors outside of this research model.

Table 8. Results of Q² Predictive Relevance Test

	Q ² Predictive Relevance
Organizational Citizenship Behavior	0.583

Source: SmartPLS Output (2025)

Based on the calculation of Q^2 Predictive Relevance in Table 8 above, the result shows a value of 0,583 or 58,3%, which is greater than 0. A Q^2 value of 0,583 (58,3%) indicates that this model has good predictive relevance for the Organizational Citizenship Behavior variable. This demonstrates that the model is highly capable of predicting Organizational Citizenship Behavior through the three exogenous variables tested, namely Servant Leadership, Emotional Quotient, and Work Stress.

Table 9. Results of Hypothesis Testing

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T - Statistics	P - Values	Result
Servant Leadership -> Organizational Citizenship Behavior	0.295	0.294	0.097	3.051	0.001	Positive & Significant
Emotional Quotient -> Organizational Citizenship Behavior	0.312	0.314	0.105	2.971	0.001	Positive & Significant
Work Stress -> Organizational Citizenship Behavior	-0.361	-0.350	0.111	3.249	0.001	Negative & Significant

Source: SmartPLS Output (2025)

Based on Table 9. above, the results of hypothesis testing regarding the influence of each exogenous variable on the endogenous variable can be explained as follows:

1. Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior. This result is indicated by the path coefficient value of 0,295, which shows a positive effect. In addition, the t-statistic value of 3,051 is greater than the t-table value of 1,645, and the p-value of 0,001 is smaller than 0,05, indicating significance. Thus, H1, which states that Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior, is accepted.
2. Emotional Quotient has a positive and significant effect on Organizational Citizenship Behavior. This result can be seen from the original sample value of 0,312, which shows a positive effect, and the t-statistic value of 2,971, which is greater than the t-table value of 1,645, with a p-value of 0,001, which is smaller than 0,05, indicating significance. Therefore, H2, which states that Emotional Quotient has a positive and significant effect on Organizational Citizenship Behavior, is accepted.
3. Work Stress has a negative and significant effect on Organizational Citizenship Behavior. This result is shown by the original sample value of -0,361, which indicates a negative effect, with a t-statistic value of 3,249 greater than the t-table value of 1,645, and a p-value of 0,001, which is smaller than 0,05, indicating significance. Based on this hypothesis testing, H3, which states that Work Stress has a negative and significant effect on Organizational Citizenship Behavior, is accepted.

4. CONCLUSION

This study was conducted to analyze the influence of Servant Leadership, Emotional Quotient, and Work Stress on Organizational Citizenship Behavior (OCB) among employees of the Meruya Selatan Sub-District Office. Based on the research findings, it can be concluded that: Servant Leadership has a significantly positive effect on Organizational Citizenship Behavior. This finding indicates that the higher the implementation of Servant Leadership, the greater the increase in employees' Organizational Citizenship Behavior. Emotional Quotient has a significantly positive effect on Organizational Citizenship Behavior. This finding suggests that employees with high emotional intelligence are more capable of managing and understanding both their own emotions and those of others, thereby being more encouraged to demonstrate Organizational Citizenship Behavior. Work Stress has a significantly negative effect on Organizational Citizenship Behavior. This finding indicates that the higher the level of work stress experienced by employees, the lower their tendency to display Organizational Citizenship Behavior.

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