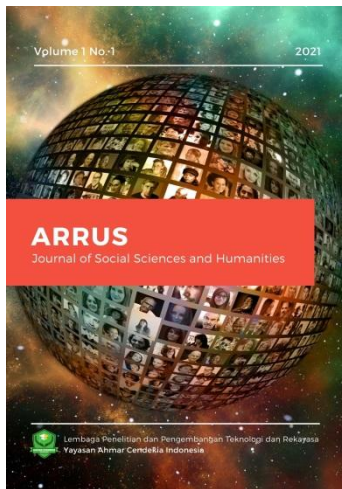




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RESEARCH ARTICLE

The Influence of Servant Leadership, Organizational Support, and Work Discipline on Organizational Citizenship Behavior (OCB) with Work Motivation as a Moderating Variable

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Abstract: Human resources play a crucial role in determining organizational success, particularly in the era of globalization and intense job competition. One important behavior that supports organizational effectiveness is Organizational Citizenship Behavior (OCB), which refers to voluntary employee actions beyond formal job responsibilities that contribute positively to organizational performance. However, not all employees demonstrate high levels of OCB, especially in complex organizational environments such as Jakarta. This study aims to analyze the influence of servant leadership, organizational support, and work discipline on OCB, with work motivation as a moderating variable. This research employs a quantitative approach with an explanatory design. Data were collected through questionnaires distributed to employees in organizations located in Jakarta using purposive sampling techniques. The variables measured include servant leadership, organizational support, work discipline, work motivation, and OCB. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software, including outer model and inner model evaluations. The results show that servant leadership, organizational support, and work discipline have a positive and significant effect on OCB. Additionally, work motivation is proven to moderate the relationships between servant leadership, organizational support, and work discipline on OCB, strengthening these influences. The model explains 78.9% of the variance in OCB, indicating strong explanatory power. In conclusion, improving servant leadership practices, enhancing organizational support, strengthening work discipline, and fostering employee motivation are essential strategies to increase OCB. This study contributes both theoretically and practically to human resource management by providing insights into factors that drive positive employee behavior within organizations.

Keywords: Servant Leadership, Organizational Support, Work Discipline, Work Motivation, Organizational Citizenship Behavior

1. Introduction

Human resources are a crucial factor in determining the success of an organization. In an era of globalization and increasingly fierce job competition, organizations not only need employees capable of completing tasks according to established job descriptions, but also employees with positive work behaviors that can contribute significantly to the organization



(Kristianti & Lukiastuti, 2021) . One work behavior that is crucial in increasing organizational effectiveness is Organizational Citizenship Behavior (OCB). OCB is voluntary behavior carried out by employees outside of their formal duties that does not directly receive recognition or rewards from the organizational system, but makes a significant contribution to improving organizational performance (Hongyu et al., 2020). This behavior can include helping coworkers experiencing difficulties, maintaining harmonious work relationships, demonstrating loyalty to the organization, and actively participating in organizational activities (Faris & Sunardi, 2026) .

In practice, not all employees exhibit high levels of OCB. Many organizations still face challenges related to employees' low willingness to perform work beyond their formal responsibilities. This can be seen in employees' lack of initiative in helping coworkers, low participation in organizational activities, and a lack of concern for the work environment. These conditions can certainly hinder the organization's effectiveness in achieving its stated goals. Therefore, organizations need to understand the factors that can influence the emergence of OCB behavior in employees to create a more productive and harmonious work environment (Bavik et al., 2017)

Jakarta, as the center of economic, business, and governmental activity in Indonesia, has very complex organizational dynamics. Many companies and agencies operate in Jakarta, with a large number of employees and a high level of job competition. These conditions require employees to not only work professionally but also to demonstrate work behaviors that support the organization's overall success. In this context, OCB behaviors are crucial because they can enhance teamwork, strengthen relationships between employees, and increase organizational productivity. However, field observations indicate that not all employees exhibit optimal levels of OCB. Some employees tend to only work according to assigned tasks without demonstrating additional initiatives that can help the organization grow (Manoppo et al., 2025) .

One factor thought to influence the emergence of OCB behavior is leadership, particularly a service-oriented leadership style or servant leadership. Servant leadership is a leadership style that positions the leader as a servant to his subordinates. Leaders with this style not only focus on achieving organizational targets but also pay attention to the needs, development, and welfare of employees. Leaders who implement servant leadership usually show empathy, listen to the aspirations of subordinates, and provide the necessary support for employees to develop optimally (Singh & Singh, 2019). When employees feel appreciated and cared for by their leaders, they tend to have a stronger sense of attachment to the organization and are more willing to perform additional work behaviors that benefit the organization, including OCB behaviors (Sepang & Merung, 2025) .

Besides leadership, another factor that can influence OCB behavior is organizational support. Organizational support describes the extent to which employees feel the organization values their contributions and cares about their well-being. Employees who perceive high levels of organizational support typically have a greater sense of trust and commitment to the organization. This support can take the form of adequate work facilities, fair policies, recognition of employee performance, and opportunities to develop their skills. When employees perceive that the organization is attentive to their needs, they are more likely to reciprocate by exhibiting positive work behaviors, one of which is OCB (Nandana & Putra, 2024) .

Another equally important factor is work discipline. Work discipline is the attitude and behavior of employees in complying with the rules, work standards, and policies applicable within the organization. Good work discipline reflects an employee's level of responsibility for their work (Gnankob et al., 2022). Employees with strong work discipline typically work more regularly, on time, and are able to complete tasks well. Strong work discipline can also create a more orderly and conducive work environment. In such conditions, employees are

not only focused on completing formal tasks but also have an awareness of making additional contributions to the organization through OCB behaviors (Nora et al., 2025) .

However, the relationship between servant leadership, organizational support, and work discipline on OCB is not always straightforward. In some situations, other factors can strengthen or weaken this relationship. One factor considered to play a crucial role is work motivation (Harmen et al., 2025). Work motivation is an internal and external drive that influences a person's enthusiasm for work. Employees with high work motivation tend to have greater work ethic, demonstrate commitment to their work, and strive to deliver their best performance for the organization. Work motivation can stem from various factors, such as the need for recognition, the desire for development, and job satisfaction. (Gusmirantani et al., 2025) .

In the context of this research, work motivation is viewed as a moderating variable that can strengthen or weaken the influence of servant leadership, organizational support, and work discipline on OCB. When employees have high work motivation, they will be more responsive to servant leadership, more appreciative of organizational support, and more disciplined in carrying out their duties (Sarmigi et al., 2024) . These conditions will ultimately encourage the emergence of stronger OCB behaviors. Conversely, if employee work motivation is low, the positive influence of leadership, organizational support, and work discipline on OCB behaviors is likely to be suboptimal (Astuti & Anindita, 2024) .

The low level of OCB behavior in several organizations in Jakarta indicates that there are still challenges in creating a work environment that can encourage employees to contribute more to the organization. Therefore, organizations need to understand the factors that can influence the emergence of OCB behavior in employees in order to design more effective human resource management strategies. Understanding the influence of servant leadership, organizational support, work discipline, and the role of work motivation in increasing OCB is crucial for organizations seeking to improve their performance and competitiveness (Álvarez et al., 2019).

Based on the above description, it can be concluded that OCB behavior is one of the important factors that can increase organizational effectiveness. Servant leadership, organizational support, and work discipline are thought to have a significant influence on the emergence of OCB behavior in employees. In addition, work motivation is also thought to have an important role in strengthening the relationship between these variables. Therefore, this study was conducted to analyze the influence of servant leadership, organizational support, and work discipline on organizational citizenship behavior (OCB) with work motivation as a moderating variable in employees in Jakarta. This study is expected to provide both theoretical and practical contributions in the development of human resource management studies and serve as a reference for organizations in improving employee OCB behavior.

2. Literature Review

2.1. *Organizational Citizenship Behavior (OCB)*

Organizational Citizenship Behavior (OCB) is voluntary behavior performed by employees outside of formal job obligations and does not directly receive rewards from the organizational system, but it can increase organizational effectiveness. According to Organ (1988), OCB reflects individual behavior that supports the social and psychological functions of the organization, thereby increasing productivity, service quality, and cooperation among employees. OCB behaviors include willingness to help coworkers (altruism), maintaining harmonious working relationships (courtesy), complying with organizational rules (conscientiousness), demonstrating a positive attitude toward the organization (sportsmanship), and actively participating in organizational life (civic virtue).

From a human resource management perspective, OCB is an important indicator in enhancing an organization's competitive advantage. Employees with high OCB tend to work

beyond formal targets, contribute innovative ideas, help solve organizational problems, and increase customer satisfaction. Therefore, OCB is seen as an important outcome influenced by various organizational factors such as leadership, organizational support, work discipline, and work motivation.

2.2. Servant Leadership

Servant leadership is a leadership style oriented toward serving subordinates. Greenleaf (1977) explains that a leader must first be a servant, prioritizing the needs, development, and well-being of their followers before pursuing the interests of the organization. Leaders who practice servant leadership demonstrate characteristics such as empathy, listening, empowerment, humility, trust, and a commitment to individual development.

In the context of modern organizations, servant leadership can create positive interpersonal relationships between leaders and subordinates, thereby increasing trust, loyalty, and organizational commitment. Research by Bavik et al. (2017) shows that servant leadership has a positive effect on Organizational Citizenship Behavior because employees feel valued and encouraged to contribute more to the organization. These findings are also supported by Jayanti and Indrawati (2025) and Rianasta and Yuniawan (2023), who state that service-oriented leadership can increase employee volunteer behavior by creating a supportive work environment.

2.3. Organizational Support

Perceived Organizational Support (POS) is employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Eisenberger et al. (1986) explained that when organizations pay attention to employee needs, provide adequate work facilities, reward achievement, and treat employees fairly, employees will feel a moral obligation to contribute their best to the organization.

Based on Social Exchange Theory, the relationship between an organization and its employees is built on the principle of reciprocity. When employees receive high levels of organizational support, they tend to exhibit positive behaviors in the form of increased commitment, job satisfaction, loyalty, and organizational citizenship behavior. Research by Thompson et al. (2020) and Budiman and Abdullatif (2025) shows that perceived organizational support has a positive relationship with the emergence of voluntary extra-role behaviors by employees.

2.4. Work Discipline

Work discipline is the willingness and ability of employees to comply with all regulations, work procedures, operational standards, and organizational norms. Hasibuan (2019) states that work discipline is an important function in human resource management because it reflects individual responsibility for their work. Disciplined employees have good attendance rates, comply with organizational rules, use their time effectively, and complete work on time.

Strong work discipline not only increases individual productivity but also creates a conducive organizational culture. Disciplined employees tend to have a higher social responsibility, making them willing to help their coworkers and the organization without expecting any direct repercussions. Research by Arif and Alamsyah (2023), Sandra and Suwandana (2018), and Putra et al. (2025) demonstrates that work discipline has a positive influence on Organizational Citizenship Behavior.

2.5. Work Motivation

Work motivation is an internal and external drive that influences a person's enthusiasm, direction, intensity, and persistence in carrying out their work. Robbins and Judge (2022) explain that work motivation determines how much effort an individual puts into achieving organizational goals. Motivation and

3. Research Method and Materials

This study uses a quantitative approach with an exploratory research style, namely research that aims to explain the causal relationships between research variables through hypothesis testing. This study analyzes the influence of Servant Leadership, Organizational Support, and Work Discipline on Organizational Citizenship Behavior (OCB), with Work Motivation as a moderating variable. The quantitative approach was chosen because this study focuses on objectively measuring variables using numerical data and analyzing them using statistical techniques to determine the relationships and influences between variables. The data used in this study are primary data obtained directly from respondents through a questionnaire. This study was conducted among employees in an organization or agency located in Jakarta. The goal was to determine the extent to which leadership, organizational support, work discipline, and work motivation influence employee OCB behavior.

The study population was all employees in organizations or agencies located in Jakarta. The study sample consisted of 200 respondents selected using a purposive sampling technique, with the criteria being employees who had worked for more than one year and understood the organization's work systems. Data were collected through a questionnaire using a five-level Likert scale. The variables of Servant Leadership, Organizational Support, Work Discipline, Work Motivation, and Organizational Citizenship Behavior (OCB) were measured using indicators reflecting leadership behavior, organizational support, compliance with work regulations, work motivation, and employee volunteer behavior in supporting the organization.

The data analysis technique in this study used the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with the assistance of SmartPLS software. The analysis was conducted in two stages: evaluation of the measurement model (outer model) to test the validity and reliability of the indicators through factor loading values, AVE, Composite Reliability, and Cronbach's Alpha, and evaluation of the structural model (inner model) to examine the relationships between variables by examining R-square values, path coefficients, and significance testing based on t-statistics and p-values. Furthermore, this study also examined work motivation as a moderating variable that can strengthen or enhance the influence of servant leadership, organizational support, and work discipline on organizational citizenship behavior (OCB).

4. Results and Discussion

4.1. Evaluation of Measurement Model or Outer Model

An evaluation measurement model is needed to assess variable indicators that reflect a construct. Model evaluation can be conducted through convergent validity, discriminant validity, and composite reliability tests. The following are the results of the measurement model.

4.2. Convergent Validity

Convergent validity is a measurement model that aims to determine the magnitude of the correlation between constructs and latent variables. The standardized loading factor value indicates the magnitude of the correlation value between each indicator and the latent variable and is also used to emit the results of the convergent validity test. To achieve the standard value of convergent validity, the loading factor must be greater than 0.5-0.6, which is considered good/valid (Ghozali & Hengky, 2012). The results of the convergent validity test using the Loading Factor can be seen in the table below:

Table 1. Convergent Validity Test Results

Variable	Loading Factor	Information
Servant Leadership (X1)	0.832	Valid
	0.876	Valid
	0.822	Valid
	0.765	Valid



	0.791	Valid
	0.825	Valid
	0.821	Valid
	0.853	Valid
Organizational Support (X2)	0.911	Valid
	0.821	Valid
	0.922	Valid
	0.889	Valid
	0.865	Valid
	0.922	Valid
	0.834	Valid
	0.877	Valid
Work Discipline (X3)	0.876	Valid
	0.865	Valid
	0.776	Valid
	0.839	Valid
	0.789	Valid
	0.762	Valid
	0.875	Valid
	0.854	Valid
Work Motivation (Z)	0.885	Valid
	0.913	Valid
	0.874	Valid
	0.863	Valid
	0.770	Valid
	0.832	Valid
	0.780	Valid
	0.871	Valid
Organizational Citizenship Behavior (OCB) (Y)	0.878	Valid
	0.823	Valid
	0.746	Valid
	0.868	Valid
	0.789	Valid
	0.754	Valid
	0.890	Valid
	0.852	Valid

Source: Data processed by researchers, 2026

Table 1 shows that the resulting loading factor values for each indicator variable are greater than 0.70. Thus, the indicators are considered valid as measures of latent variables.

4.3. Diskriminan Validity

Untuk mengukur nilai vakiditas deskriminan, akar kuadrat AVE digunakan apabila AVE untuk suatu variabel laten yang diberikan melebihi kuadrat korelasi dengan variabel laten lainnya, maka variabel tersebut dikatakan menampilkan diskriminan validity. Oleh sebab itu nilai validitas tersebut akan ditunjukkan pada diagonal tabel dibawah ini :

Table 2. Discriminant Validity Test Between Variables

Variabel	(X1)	(X2)	(X3)	(Z)	(Y)
Servant Leadership (X1)	0.880				
Organizational Support (X2)	0.672	0.862			
Work Discipline (X3)	0.770	0.840	0.888		
Work Motivation (Z)	0.781	0.882	0.833	0.897	
Organizational Citizenship Behavior (Y)	0.728	0.880	0.930	0.921	0.899

Source: Data processed by researchers, 2026

The table above shows that the AVE root value in the diagonal column is higher than the correlation between variables in the non-diagonal columns. This indicates that the validity value has been met in this study.

4.4. Composite Reliability

Composite Reliability is used to test the reliability of indicators from their constituent constructs. A variable is considered good if the composite reliability value is greater than 0.7



and the recommended Cronbach's alpha value is > 0.6 (Ghozali, 2014). The following table shows the significance of composite reliability and Cronbach's alpha values.

Table 3. Results of Composite Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Information
Servant Leadership	0.947	0.933	Reliable
Organizational Support	0.932	0.911	Reliable
Work Discipline	0.881	0.824	Reliable
Work motivation	0.887	0.867	Reliable
Organizational Citizenship Behavior (OCB)	0.892	0.876	Reliable

Source: Data processed by researchers, 2026

Table 3 shows the Composite Reliability value of the latent variable is more than 0.7 while the Cronbach's alpha value of the latent variable shows a value greater than 0.6 so that all variables show good reliability.

4.5. Evaluation Structure Model (Inner Model)

Structural model testing (inner model) helps determine the relationship between significant construct values and the research model's R-square. The structural model is estimated using R-square for each independent or dependent latent variable. The results of the R-square test using SmartPLS are shown in the table below.

Table 4. R Square

	R square	R Square Customized
Organizational Citizenship Behavior (OCB)	0.789	0.761

Source: Researcher data 2026

The R-Square results in Table 3 provide a value of 0.789, meaning that 78.9% of the organizational citizenship behavior (OCB) variable is influenced by servant leadership, organizational support, work discipline, and work motivation, while the remaining 21.1% is influenced by variables other than this research model. This means that there are still other variables that influence organizational citizenship behavior (OCB).

4.6. Hypothesis Test Results

To test the presented hypothesis, a t-statistic and a p-value are required. The hypothesis is accepted if the p-value is < 0.05 . The basis for direct hypothesis testing is the return contained in the coefficient or value of the output path and the indirect effect. Structural model testing is used to explain the relationship between variables.

Table 5. Path Coefficient Results

	Research Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (O/STDEV)	P Value	Note
Influence Direct	X1-Y	0.321	0.333	0.089	2,246	0.000	Accepted
	X2-Y	0.201	0.256	0.192	2,003	0.000	Accepted
	X3-Y	0.245	0.278	0.239	2,054	0.000	Accepted
Moderation	Z-X1-Y	0.245	0.140	0.783	2,023	0.002	Accepted
	Z-X2-Y	0.209	0.260	0.199	2,010	0.000	Accepted
	Z-X3-Y	0.221	0.248	0.223	2,290	0.001	Accepted

Source: Data processed by researchers, 2026

Table 5 shows that servant leadership has a positive and significant influence on organizational citizenship behavior (OCB) with a path coefficient of 0.321 and a t-statistic value of $2.246 > 1.96$ and a p-value of $0.000 < 0.05$. Organizational support has a positive and significant influence on organizational citizenship behavior (OCB) with a path coefficient of 0.201 and a t-statistic value of $2.003 > 1.96$ and a p-value of $0.000 < 0.05$. Work discipline has a positive influence on organizational citizenship behavior (OCB) with a path coefficient of 0.245 and a t-statistic value of $2.054 > 1.96$ and a p-value of $0.000 < 0.05$. Work motivation is able to moderate the relationship between servant leadership and organizational citizenship behavior (OCB) with a path coefficient of 0.245 and a t-statistic value of $2.023 > 1.96$ and a

p-value of $0.002 < 0.05$. Work motivation is able to moderate the relationship between organizational support and organizational citizenship behavior (OCB) with a path coefficient of 0.209 and a t-statistic value of $2.010 > 1.96$ and a p-value of $0.000 < 0.05$. Work motivation is able to moderate the relationship between work discipline and organizational citizenship behavior (OCB) with a path coefficient of 0.221 and a t-statistic value of $2.290 > 1.96$ and a p-value of $0.001 < 0.05$.

4.7. The Influence of Servant Leadership on Organizational Citizenship Behavior (OCB)

The results of the study indicate that servant leadership has a positive and significant influence on employee organizational citizenship behavior (OCB). This indicates that the better the implementation of service-oriented leadership towards subordinates, the higher the OCB behavior demonstrated by employees in the organization. Leaders who implement servant leadership tend to pay more attention to employee needs, provide support, and create a conducive work environment. This condition can increase employee trust and attachment to the organization, thus encouraging them to perform work behaviors that go beyond their formal duties. Employees who feel appreciated by their leaders tend to be more willing to help coworkers, show loyalty to the organization, and contribute voluntarily for the organization's progress. Thus, a service-oriented leadership style can be an important factor in increasing OCB behavior in an organization.

The results of this study are in line with several previous studies conducted by (Jayanti & Indrawati, 2025; Rianasta & Yuniawan, 2023; Tafrivan et al., 2025) which found that servant leadership has a positive and significant influence on employee organizational citizenship behavior (OCB). However, the results of this study contradict previous research which found that servant leadership did not have a positive and significant influence on employee organizational citizenship behavior (OCB) (Ruiz-palomino & Linuesa-langreo, 2020).

4.8. The Influence of Organizational Support on Organizational Citizenship Behavior (OCB)

The results of the study indicate that organizational support has a positive and significant effect on employee organizational citizenship behavior (OCB). This indicates that the higher the level of support employees perceive from the organization, the higher their tendency to demonstrate OCB behavior. Organizational support can take the form of concern for employee welfare, appreciation for their contributions, and the provision of a comfortable and conducive work environment. When employees feel that the organization values their efforts and contributions, they will feel a sense of moral responsibility to reciprocate this support through positive work behavior. One form of reciprocity is by engaging in extra behaviors not listed in job descriptions, such as helping coworkers, maintaining harmonious work relationships, and demonstrating a strong commitment to the organization.

The results of this study are in line with several previous studies conducted by (Budiman & Abdullatif, 2025; Khoiriyah & Izzati, 2017; Sari, 2022) which found that organizational support has a positive and significant effect on employee organizational citizenship behavior (OCB). However, the results of this study contradict previous research which found that organizational support did not have a positive and significant influence on employee organizational citizenship behavior (OCB) (Thompson et al., 2020).

4.9. The Influence of Work Discipline on Organizational Citizenship Behavior (OCB)

The results of the study indicate that work discipline has a positive influence on organizational citizenship behavior (OCB). This indicates that employees with a high level of work discipline tend to exhibit more positive work behavior within the organization. Good work discipline reflects employee compliance with applicable rules and work standards within the organization. Disciplined employees usually have a high level of responsibility for their work, so they not only complete tasks according to the rules but also strive to make additional contributions to the organization. With good work discipline, employees will more easily

collaborate with colleagues, maintain order in the work environment, and demonstrate a professional attitude, which can ultimately encourage the emergence of OCB behavior.

The results of this study are in line with several previous studies conducted by (Arif & Alamsyah, 2023; Putra et al., 2025; Sandra & Suwandana, 2018; Yuniarti et al., 2025) which found that work discipline has a positive influence on employee organizational citizenship behavior (OCB). However, the results of this study contradict previous research which found that Work Discipline did not have a positive and significant influence on employees' Organizational Citizenship Behavior (OCB) (Bogler & Somech, 2024).

4.10. The Role of Work Motivation in Moderating the Influence of Servant Leadership on OCB

The results of the study indicate that work motivation can moderate the relationship between servant leadership and organizational citizenship behavior (OCB). This suggests that work motivation can strengthen the influence of servant leadership on the emergence of employee OCB behavior. Employees with high work motivation tend to be more responsive to leadership styles that provide attention and support to them. In such conditions, employees will be more encouraged to make greater contributions to the organization, including through OCB behavior. Conversely, if employee work motivation is low, the positive influence of servant leadership on OCB behavior will not be optimal.

The results of this study are in line with several previous studies conducted by (Dahlianti & Adriani, 2023; Yoga & Pratama, 2020) which found that work motivation can moderate the relationship between servant leadership and organizational citizenship behavior (OCB).

4.11. The Role of Work Motivation in Moderating the Influence of Organizational Support on OCB

The results of the study indicate that work motivation also plays a role in moderating the relationship between organizational support and organizational citizenship behavior (OCB). When employees have high work motivation, they will appreciate the support provided by the organization more and be more motivated to reciprocate with positive work behavior. High organizational support will be more effective in increasing OCB behavior when accompanied by strong work motivation from employees. This indicates that work motivation is an important factor that can strengthen the influence of organizational support on OCB behavior in organizations.

The results of this study are in line with several previous studies conducted by (Efendy, 2025; Puspadina, 2024) which found that work motivation also plays a role in moderating the relationship between organizational support and organizational citizenship behavior (OCB).

4.12. The Role of Work Motivation in Moderating the Influence of Work Discipline on OCB

The research also shows that work motivation moderates the relationship between work discipline and organizational citizenship behavior (OCB). Employees with high work motivation tend to be more enthusiastic in carrying out their duties and are more committed to the organization. Under these conditions, employees' work discipline will further encourage them to demonstrate more positive work behaviors, including OCB. In other words, work motivation can strengthen the influence of work discipline on employees' OCB behavior within the organization.

The results of this study are in line with several previous studies conducted by (Anggraeni et al., 2023; Kuswarak & Fahlepi, 2024) which found that work motivation moderates the relationship between work discipline and organizational citizenship behavior (OCB).

5. Conclusion

This study concludes that servant leadership, organizational support, and work discipline have a positive influence on employee Organizational Citizenship Behavior (OCB). The results indicate that the better the implementation of service-oriented leadership, the higher the support employees perceive from the organization. The better the level of work discipline,

the higher their tendency to exhibit OCB behavior. Employees not only carry out their duties according to formal responsibilities but also demonstrate voluntary behaviors such as helping coworkers, maintaining harmonious work relationships, providing constructive ideas, and contributing more to the organization's progress. These findings reinforce the view that leadership, organizational support, and work discipline are important elements in creating a work environment that fosters positive work behavior and increases overall organizational effectiveness.

Furthermore, this study also demonstrates that work motivation acts as a moderating variable, strengthening the relationship between servant leadership, organizational support, and work discipline on Organizational Citizenship Behavior (OCB). Employees with high work motivation tend to be more responsive to servant leadership, more appreciative of organizational attention and support, and more consistent in implementing work discipline. These conditions strengthen the influence of these three independent variables on OCB compared to employees with low levels of work motivation. Thus, work motivation not only serves as a driver of individual behavior but also serves as a strategic factor that strengthens the effectiveness of organizational policies and human resource management practices in enhancing employee extra-role behavior.

Overall, the results of this study provide theoretical and practical implications: organizations need to develop a service-oriented leadership style, increase organizational support for employees, consistently enforce work discipline, and foster high work motivation through reward systems, career development, effective communication, and a conducive work environment. The combination of these four factors has been proven to enhance Organizational Citizenship Behavior (OCB), which ultimately contributes to increased productivity, work time effectiveness, service quality, and the sustainable achievement of organizational goals. The findings of this study are also expected to serve as a reference for future researchers to develop research models by adding other variables, expanding research objects to various organizational sectors, and using different research approaches to gain a more comprehensive understanding of the factors influencing Organizational Citizenship Behavior (OCB).

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