



Servant Leadership, Organizational Culture and Organizational Citizenship Behavior on Innovative Work Behavior

Nurbaety ✉, Rojuaniah

Magister Management, Faculty of Economic and Business, Esa Unggul University, Indonesia

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Abstract

This study aims to identify the relationship between servant leadership and organizational culture with innovative work behavior through organizational citizenship behavior. This research was conducted through a survey of 179 employees at one of the consumer goods industrial companies in Bekasi, Indonesia in November 2021, who had worked for more than one year from staff to management positions, by distributing questions electronically. The Smart PLS structural equation model is used to analyze the data. The results of the analysis show that servant leadership and organizational culture had positive effect on organizational citizenship behavior, servant leadership has an indirect relationship in increasing innovative work behavior, organizational culture and organizational citizenship behavior had positive effect to increase innovative work behavior in consumer goods industry employees. It is hoped that this research can be used as a reference in developing further research on the influence of servant leadership and organizational culture to increase innovative work behavior through organizational citizenship behavior and can be used as a consideration in implementing effective human resources

INTRODUCTION

Currently, many factors that drive the success of a company. One of the key factors for a company's success in leading the industry today is innovation. To gain a competitive advantage in the market, the organizations needs to innovate (M. Khan et al., 2012). Arena et al. (2017) said that organizations need to innovate because this will affect the long-term success of the organization. Innovation is one of the most important and challenging aspects of organizational life (Diyan- to et al., 2019), without innovation, businesses can fail. Innovation is considered as a way for organizations to continue to strive and compete in today's global competition (Seeck & Diehl, 2017). Kahn (2018) explained that to realize innovation and get its benefits, we must understand 3 aspects, namely innovation results, processes and mindsets. Organizations need to innovate by directing resources towards the

implementation of new programs for innovative activities. Arsa-wan et al. (2019) argue that employees are an important trigger in developing innovations, where employees have the intellectual capital in developing innovations. This innovation can be carried out by developing innovative work attitudes from employees, through employee participation (Abstein & Spieth, 2014). Prieto & Pérez-Santa-na (2014) revealed that employees are the main source of innovation and the importance of developing innovative work behavior. The ability of human resources to produce innovation, is a key factors for organization to be able to survive in tight competition (Sari & Palupiningdyah, 2020).

One of the factors that support innovative work behavior is organizational culture. Stoffers et al. (2015) said that organizational culture will increase innovative work behavior. Organizational culture will affect the behavior of organizational members, the values in organizational culture can be

a reference to human behavior in an organization that is oriented towards achieving goals (Tjahjono et al., 2020). Abdullah et al., (2015) argue that organizational culture can increase creativity and exchange of ideas both collectively and individually. To build an organizational culture that supports and enhances innovation, organizations need to have resources that can work as a strong, trusting, and creative team (Mete, 2017). Eskiler et al. (2016) conducted an assessment of the relationship between organizational culture and innovative work behavior and found that organizational culture significantly predicts innovative work behavior, this is important in improving company performance and success. Organizational culture must be regulated to encourage employees to behave in innovative ways.

Ismail & Rodzalan (2021) found that Organization Citizen Behavior (OCB) is one of the behaviors that lead to innovative thinking and actions and can show a high relationship between OCB and innovative work behavior. Organizations need employees who are creative and have the desire to go above and beyond their job descriptions for the benefit of the organization (Amah, 2020). Al-Amri et al. (2016) revealed that OCB provides a picture where employees can go beyond the activities contained in the job description, without expecting anything and involve themselves in the activities of other employees to help them and the organization in achieving its goals.

One of the factors that influence employee behavior and influence innovative work behavior in the work environment is leadership style (Alheet et al., 2021). OCB can be improved by the contribution of leadership. The right leadership style is a correlation with organizational demands, where leaders will observe the need to be able to make adjustments to change (Auerhammer & Hall, 2014). Setyaningrum (2017) conducted an assessment of the relationship of servant leadership with organizational culture and OCB and it was found that servant leadership had a significant relationship with organizational culture and OCB. Servant leadership can result in reciprocal service between subordinates to leaders (Aprilda et al., 2019).

However, from several previous studies Muhtasom et al. (2017) which studies the impact of servant leadership on organizational culture and OCB, evaluates the influence of leadership style on employee performance and their innovative work behavior (Jia et al., 2017), the influence of transformational, transactional and laissez-faire leadership styles in academia with innovative work attitudes under the mediating role of organizational

culture and moderating organization citizenship behavior (MA Khan et al., 2020), Ratnawati & Adhianti (2021) show the role of leadership and organizational culture can motivate and show behavior that is needed by organization, (Saputra & Anindita, 2021) who studied the role of servant leadership in the manufacturing industry, showed that only a few studies have been conducted on the consumer goods industry, especially in Indonesia. This study was conducted on a consumer goods industry company because the level of competition in this industry is getting tighter and requires companies to be more creative in competing and marketing their products. Companies must more often innovate in all fields, whether product innovation, process or innovation to the mindset of its employees. In addition, in contrast to previous studies, indicators of Sharma & Sangeeta (2014) were used as a measuring tool to measure OCB and research of De Jong & Den Hartog (2010) as an indicator to measure innovative work behavior. This shows that this study is different from previous studies.

Good leadership is determined by the leadership style. Servant leaders tend to put the needs, interests and aspirations of the people they lead above themselves (Eva et al., 2019). Servant leadership calls for humility (Gandolfi & Stone, 2018) and Collins (2009) perceive him as the highest-level leader. Eva et al. (2019) defines servant leadership as a leadership style that prioritizes the needs of followers and has a high concern for followers. Duff (2013) explains that a servant leader will go beyond self-interest and provide a direction to others to be emotionally

able to meet the needs of others for the benefit of the organization. One of the foundations of the servant leadership is based on orientation (Al-Amri et al., 2016). (Mansyah & Rojuaniah, 2021) describe how servant leader can persuade their team and can implement the company's vision. Lemoine et al., (2019) states that servant leadership will be employee centered and ensure that the organization continues to experience employee growth and improvement.

Organizational culture is a shared culture within an organization, which is formed for the same professional or social interests to increase employee productivity and organizational effectiveness (Zeyada, 2018). Warrick (2017) revealed that developing organizational culture is not just talking about culture, but requires leaders who can align it with organizational strategy. An innovative culture cannot be expected by itself without the support of a leader, especially in his leadership style and an innovative organizational culture can refer to an innovative, creative and result-oriented work.

environment (Yu, 2017). Al-Amri et al. (2016) said that organizational culture plays an important role in the establishment of an organization, where leaders tend to develop an organizational culture that is in by following its founders. Aydin (2018) conducted a study of several dimensions of culture and the results showed that a culture with a clan dimension was significantly influenced by servant leadership.

Organizational Citizenship Behavior (OCB) is defined as behavior that is independent, explicitly recognized and can overall promote an organization to be more effective. Then a redefinition of OCB is carried out as a form of contribution to social and psychological maintenance and improvement that can improve performance (Dennis W. Organ, 2009). OCB is an extra individual behavior, which is indirectly recognized by the formal work system and OCB can increase the effectiveness of the functioning of an organization. Rita et al. (2016) argue that individual performance will be able to affect the performance of the team and ultimately affect the performance of the organization as a whole. There is a need for the participation of leaders to be able to increase work involvement and employee performance in OCB, so that employees do not feel pressured to do OCB. (Banwo & Du, 2020) if employees feel comfortable with their work environment, employees will show OCB and feel part of the organization and think they have the information they need, this can make an employee more creative. (Abdulkadir Akturan & Celmecelioglu, 2016).

Nham et al. (2019) revealed that innovative work behavior is not only reflected in the existence of new products which are the result of several times of research and development, but innovative work behavior includes all company activities that require improvement and development. The same was stated by Stoffers et al., (2015), where innovation is closely related to a change and the implementation of a concept that is new to organizations and industries.

Job factors directly influence and enhance employees' innovative attitudes by providing more autonomy, encouraging skill development and also providing feedback (Li & Hsu, 2016). Nazir et al. (2019) argue that to mobilize the innovation process, many organizations consider various factors that can help them in developing innovative employee attitudes, including by creating an organizational culture that is in line with the goals to be achieved and increasing employee awareness to act and feel empowered and ultimately will improve innovative work attitudes in the work environment. Abstein and Spieth (2014) said that an organization

must increase the involvement of innovative work behavior and support employees in their work by providing convenience in time and place flexibility, as well as making criteria and evaluation processes in work.

This study aims to identify whether servant leadership style and organizational culture can increase innovative work behavior through OCB. This research novelty is contribute to management science and have positive implications for the development of future generations of leadership.

Hypothesis Development

Relationship between Servant Leadership and Organizational Citizenship Behavior (OCB)

Michel & Tews (2016) made observations on the behavior of leaders who are task-oriented, relationship-oriented and change-oriented and have a positive influence on OCB and obtained a formula that employees have an interest in responding to relationships and leaders who have a transformation orientation. Leadership has been considered very important in many fields and organizations when it comes to OCB (Bottomley et al., 2016). Leadership style serving influences on OCB. Work involvement will be able to provide an organizational commitment (Abdullahi et al., 2020). Leaders are role models for employees, when employees see leaders in informal conditions and can see the good goals of leaders, this will influence employees to be more oriented towards the common good (Lofquist & Matthiesen, 2018). Newman et al., (2017) give their opinion that leadership serving has a positive relationship with OCB. Aprilida et al. (2019) revealed that servant leadership has a big role in influencing others because this leader is highly respected and trusted so that it can influence on increasing OCB, so that it will achieve organizational goals effectively and efficiently. From some of the statements above, a hypothesis is obtained: H1: Servant leadership has positive influence on Organization Citizenship Behavior (OCB).

Relationship between Organizational Culture and Organization Citizenship Behavior

Organizational culture is a mediator of behavior, values, beliefs and habits that direct the behavior of individuals in an organization. In his research Maulani et al. (2015) can prove that organizational culture has an influence that can increase OCB. The same research was also conducted by Idris et al. (2021) which resulted in a conclusion that learning culture can have a positive effect on increasing OCB in nurses in public hospitals. Research on a company engaged in the field of human

resource consulting in Jakarta shows that corporate culture has a positive and significant relationship with OCB. (Pratiwi & Nawang-sari, 2021), from this a hypothesis is obtained: H2: Organizational culture has positive influence on organizational citizenship behavior (OCB).

Relationship between Servant Leadership and Innovative Work Behavior

An innovative work attitude in modern companies is needed, recognized and is part of effective leadership. Innovative work attitudes can also generate new knowledge, new skills, and new technologies (Jung et al., 2003). Stoffers et al. (2015) explain the ability to solve problems by providing innovative solutions, basically by using the knowledge and experience of a person or several people and maximizing the use of their skills and expertise in solving the latest issues. Naqshbandi & Tabche (2018) argue, for innovation to be obtained, an employee must be able to have various skills and understand creative innovation. Calabrò et al., (2021) said that there is currently a very strong need for companies to promote innovative work attitudes. Servant leadership will motivate employees to do self-development, this role will increase the desire of employees to expand their cognitive abilities and can have more opportunities to have creative ideas. Employees will be able to implement their ideas and servant leadership will support them, not only leaders but stake holders will support them, so employees have more opportunities for the success of an innovation. This is in line with the thinking of several findings from several previous studies that servant leadership is related to innovative work behavior (M. Khan et al., 2021; Iqbal et al., 2020; MM Khan et al., 2020).

The leadership style adopted will depend on the situation of an organization. In relation, the traditional leadership style and its relationship with innovation remain the attention of various studies (Naqshbandi & Tabche, 2018). Cai et al. (2018) research on servant leadership and the results showed that the servant leadership style can motivate subordinates and increase innovative work attitudes. Servant leadership can also increase employee psychological empowerment and proactive work behavior (MM Khan et al., 2020). Based on previous research, a hypothesis is proposed:

H3: Servant leadership has positive influence on innovative work behavior.

Relationship between Organizational Culture and Innovative Work Behavior

Eskiler et al. (2016) revealed that organizational culture is one of the substantial determinants of innovative work behavior and enables leaders in organizations to gain a competitive advantage. Because of the foregoing, Rabbani et al. (2014) argue that organizational culture has a role to increase innovative work behavior. The literature emphasizes conducting a more thorough study of several variables such as leadership style, organizational culture and innovative work behavior. Servant leadership is strongly associated with certain types of culture, such as being innovative and supportive. Naqshbandi & Tabche (2018) said that several studies that support the concept that leadership promotes innovation and creativity, although some literature reviews indicate that not much has been explored about the role of leadership style in advancing innovation and organizational culture, a hypothesis is proposed:

H4: Organizational culture has positive influence on innovative work behavior.

Relationship between Organizational Citizenship Behavior (OCB) and Innovative Work Behavior

Akturan & Cekmecelioglu (2016) revealed that OCB can influence employee behavior in organizations in creative ways. Studies prove that organizational culture and organizational commitment have a significant influence on employee performance, when the mediating role of OCB is played (Maulaniet al., 2015). Rita et al. (2016) said that OCB can mediate the relationship between leadership and innovative behavior because OCB can advance resource transformation, community welfare, innovation and adaptability to organizations. Based on the evidence above, a hypothesis is proposed:

H5: Organization Citizenship Behavior (OCB) has positive influence on innovative work behavior.

Based on the hypothesis above, the research model can be described as follows :

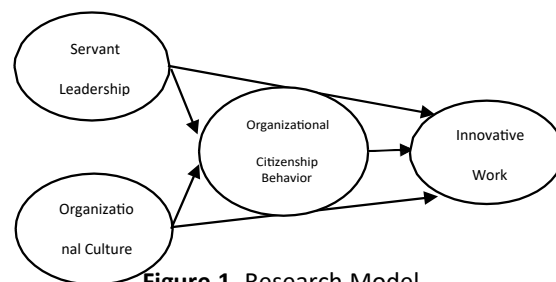


Figure 1. Research Model

METHODS

Collecting data in this study is to use a survey method of questions that will be conducted online. Respondents work in a consumer goods industry company in Bekasi district, Indonesia and fill out a survey using an electronic format in November 2021. The population of data selected using the purposive sampling method, where the selected population is permanent employees with staff positions to managers who have worked for at least 1 year. Researchers chose staff to managers as respondents because they are believed to be able to influence team members so they can think more creatively, be more sensitive to the problems around them so that they can improve innovative work behavior.

This research design uses quantitative methods. Quantitative research aims to conduct an assessment of the research model, the relationship and significance of the relationship between variables and factors, as well as hypotheses. This study uses the Structural Equation Model (SEM) – Smart PLS method 3. Determination of the representative sample size is at least 5 times the number of questions (Hair et al., 2018). After analyzing the results of the pre-test as many as 37 questions, which were declared valid to be questioned in this study were 26 questions and the number of samples obtained in this study was 179 respondents. The duration of the distribution of questions is one month, namely in November 2021. The scale used is a Likert scale from 1 (strongly disagree) to 5 (strongly agree). After analyzing the results of the pre-test as many as 37 questions, which were declared valid to be questioned in this study were 26 questions and the number of samples obtained in this study was 179 respondents. The duration of the distribution of questions is one month, namely in November 2021. The scale used is a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

From the data processing results, the analysis is carried out in two phases, namely the first is the measurement method of the model to test the validity and reliability and the second is the test of the structural model.

Servant leadership style will be measured using the SL-7 questions developed by (Liden et al., 2015). Organizational culture is measured using questions adapted from: (Cameron & Quinn, 2006). OCB is measured using several indicator items in industrial organizations (Sharma & Sangeeta, 2014). Innovative work behavior will be measured using research (De Jong & Den Hartog, 2010).

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RESULT AND DISCUSSIONS

The respondents of this research are employees who work in one of the consumer goods industrial companies. Of the 187 respondents, 8 people did not fill out the questions properly and 179 respondents were declared valid according to the data needs.

Table 1. Number of Respondents

Demo- graphics	Classifica- tion	Number of Respondents	Percent- age
	Male	165	92%
	Female	14	8%
		179	100%
Age Range	21-30	74	41%
	31-40	55	31%
	41-50	39	22%
	>50	11	6%
		179	100%

Education	Diploma	120	67%
	Under-graduate Degree	13	7%
	Senior High School	46	26%
		179	100%
Years of Service	>10 years	76	42%
	5-10 years	77	43%
	<5 years	26	15%
		179	100%
Position	Operator	61	34%
	Staff	12	7%
	Leader	89	50%
	Group Leader	5	3%
	Supervisor	10	6%
	Manager	2	1%
		179	

The data obtained by the majority of respondents are 165 men (92%) and 14 women (8%), with the distribution of positions as machine operator 34%, staff 7%, operator leader 50%, operator group leader 3%, supervisors 6%, and managers 1%. Characteristics of a working period of more than 10 years were 76 correspondents (42%), 26 respondents (15%) had 1-5 years of service and 77 respondents (43%).

This study uses SEM Smart PLS 3 to investigate the relationship of four variables such as servant leadership, organizational culture, OCB and innovative work behavior. The advantage of Smart PLS is that it can combine all variables in one model and carry out evaluations.

Validity testing using convergent validity (outer loading). Convergent validity is intended to test the value generated by the indicator to measure the variable. An indicator is said to have good reliability if its value is above 0.70. The rule of thumb is to keep the loading factor value from 0.50 to 0.70 (Sarstedt et al., 2020). Indicators with a loading factor value of less than 0.70 will be excluded from the analysis. The purpose of this study was to measure the validity of a question and statement from this instrument. In this study, the loading factor value above 0.70 means that the variables of servant leadership, organizatio-

nal culture, OCB, and innovative work behavior can be declared valid to measure the variables to be used, the explanation of the model is:

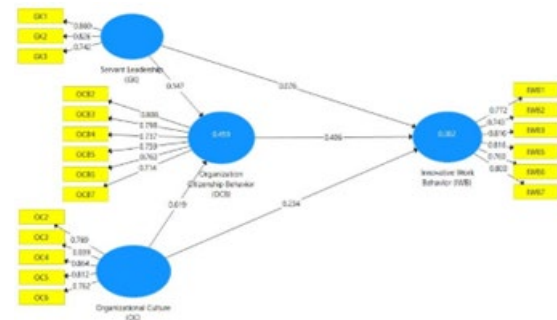


Figure 2. PLS-SEM Output Display
The correlation value between variables

and the variables themselves and the correlation value between variables and other variables also shows that the correlation value between variables is higher than the correlation value between variables and other variables. Evaluation of the value of the correlation between variables with the variables themselves and variables with other variables (Fornell Larcker Criterion). The correlation value between the variables and the variables themselves should not be smaller than the correlation values between variables and other variables. In this test, the correlation value between variables is greater than the value of the variable with other variables. The values are serving leadership is 0.811, corporate culture is 0.810, OCB is 0.764 and innovative work behavior is 0.785

Table 2. Construct Reliability and Validity

Variable	Indicator	Cronbach's Alpha	Composite Reliability	AVE
Servant Leadership	SL	0.746	0.852	0.658
Organizational Culture	OC	0.868	0.905	0.657
Organizational Citizenship Behavior	OCB	0.857	0.893	0.583
Innovative Work Behavior	IWB	0.857	0.906	0.616

The test of reliability in this study aims to ensure that the instrument used has reliability as a data filter. The assessment was carried out on the value of Cronbach's alpha and composite reliability, wherein testing the value of Cronbach's alpha leadership serving 0.746, corporate culture 0.868, OCB 0.857, and innovative work behavior 0.875, and the composite reliability value of servant leadership 0.852, corporate culture 0.905, OCB 0.893, and innovative work behavior 0.906. A reliability value above 0.70 is considered acceptable in research to get an overview of the research topic to be studied, in other words, that the question has reliability. The value possessed by each variable is carried out by measuring the Average Variance Extracted (AVE).

Structural test analysis by testing the R-square, namely the coefficient of determination on endogenous variables. This test is to see the effect of exogenous variables on endogenous variables. The R-square value data on OCB is 0.459 meaning that the influence of servant leadership and corporate culture on OCB is 45.9%, then the value on innovative work behavior is 0.382 meaning that the influence of OCB, servant leadership, organizational culture on innovative work behavior is equal to 38.2%, the rest will be influenced by other factors. The higher the R-Square value, the greater the ability of exogenous variables that can explain or influence endogenous variables, so that the structural equation is better.

Hypothesis testing in this study was conducted to determine the relationship of each independent variable to the dependent variable. Decision-making is based on the direction of the relationship and the significance of the test model between the constructs shown in Table 2.

For the significance and influence of the relationship, Tstatistics and P-value analysis were carried out as presented in Table 2. If the T value is above 1.96, it can be said that the relationship has a significant relationship and the P value is below 0.05, meaning that the relationship has an influence. Hypothesis one (H1), namely servant leadership has positive influence on OCB, the data support the hypothesis where the value of $t = 2.239$, P value = 0.026, meaning that servant leadership can have a positive influence in the work environment so that employees voluntarily take an action beyond work with the aim of mutual progress. In the second hypothesis (H2), organizational culture has positive influence on OCB, t value = 11.111 and P value = 0, the data support the hypothesis. The third hypothesis (H3) that servant leadership has positive influence on innovative work behavior $t = 1.089$, P value =

0.277, meaning that both have an insignificant and no influence on each other, this data does not support the hypothesis. In the fourth hypothesis (H4) organizational culture has positive influence on innovative work behavior, with a value of $t = 2.707$, P value = 0.007, meaning that the relationship between the two is mutually influencing each other significantly. Next is the fifth hypothesis (H5) OCB has positive influence on innovative work behavior, t value = 5.162, P value = 0, is a significant and influencing relationship, the data support the hypothesis.

Table 3. Hypothesis Testing Result

	Statement	T Statistic	P Value
H1	SL has positive influence on OCB	2.24	0.03
H2	OC has positive influence on OCB	11.11	0.00
H3	SL has positive influence on IWB	1.09	0.28
H4	OC has positive influence on IWB	2.71	0.01
H5	OCB has positive influence on IWB	5.16	0.00

Analysis of the mediating variable was carried out by comparing the relationship before and after mediation. The first analysis is that servant leadership has no effect on innovative work behavior, after being mediated by OCB, the value of $t = 1.978$, so that OCB directly affects innovative work behavior. The data concluded that OCB mediates the relationship between servant leadership and innovative work behavior in consumer goods industry employees. Servant leadership does no influence innovative work behavior and directly affects innovative work behavior through OCB. This analysis is called full mediation analysis because it will have an effect after mediation by OCB.

The second analysis concludes that organizational culture has a direct effect on innovative work behavior and when OCB is mediated, the value of $t = 4.587$. The analysis conclusion is that OCB mediates the relationship between organizational culture and innovative work behavior in employees of the consumer goods industry. Organizational culture has a direct effect on innovative work behavior and also organizational culture has a direct effect on innovative work behavior through OCB mediation, meaning that the above analysis shows a partial mediation analysis because it can affect both directly and indirectly.

Table 4. Indirect Effect

Indirect Effect	T Statistic	P Value
SL-> OCB -> IWB	1.98	0.05
OC-> OCB -> IWB	4.59	0.00

The results of the study show that servant-leadership can increase OCB among employees of the consumer goods industry. Servant leadership has a positive correlation with OCB. Servant leadership focuses on the human aspect, there by encouraging extra roles from organizational members (Amir, 2019). Servant leadership is a leader for employees and the attention of a leader will be inherent in employees, so employees will volunteer to work beyond the work they should do. Leaders are considered as role models and exemplary behavior of servant leadership consists of moral development, service and promotion of the common good. Servant leadership is a valid predictor of OCB and innovative work behavior. The results of this study support the research conducted Trivers (2011), Amir (2019), Newman et al. (2017), Trivers (2011) who concluded that servant leadership can improve OCB.

Other results suggest that a strong organizational culture will increase OCB. Building a strong culture can play an important role in a company's success. Training and management of an effective organizational culture is a high priority for leaders because this will have a significant influence on an organization's success and competitive advantage. The company has prioritized improving and developing its corporate culture to increase productivity and profitability. Through corporate culture, the inculcation of positive behavioral values has been embedded in every individual in one of the consumer goods industry companies. Especially in inculcating the values of integrity and safety culture. This makes employees feel very cared for by the company, thus fostering OCB characteristics in employees. Several previous research results state that a strong organizational culture will increase OCB are: (Olsson et al., 2019), (Pratiwi & Nawangsari, 2021), (Idris et al., 2021).

Furthermore, the results show that servant leadership does no effect on innovative work behavior. This is possible given that not all employees in a consumer goods industry have the relevant background and experience with servant leadership. Each employee is an individual with a different character and also in different years of service. This situation allows not all employees

and leaders to be able to implement all the dimensions and indicators contained in servant leadership appropriately. It is possible that some leaders still apply a different leadership style to servant leadership. This situation will have an impact on the development of innovative work behavior of employees. This happens in research results (Cai et al., 2018), (Yoshida et al., 2014), (Neubert et al., 2008), (Muhtasom et al., 2017).

Then the results also show that a strong-organizational culture can increase innovative work behavior and have a positive and significant influence on innovative work behavior. There is a direct impact of servant leadership on innovative work behavior. The creation of a strong culture, guidance on behavior and actions in the organization will facilitate the understanding of employees and make them walk in the same direction. Organizational culture developed with leadership that values success and can make people learn from mistakes, work in teams, clear communication, based on trust, will encourage employees to generate new ideas without being disadvantaged and have a positive influence on creativity and innovation development. Organizational culture can be formed through the technology to providing facilities for activities that aim to achieve organizational goals (Setyowati et al., 2021). Research result Eskiler et al. (2016), Eisenberg et al. (2018), Idris et al. (2021) concluded that organizational culture can increase innovative work behavior.

The results show that OCB can increase innovative work behavior. To be able to improve innovative work behavior, employees need to implement OCB in the workplace. OCB is strongly related and has a positive relationship to innovative work behavior. OCB is one of the behaviors that can lead to innovative thinking and action. It is highly recommended for employees in the consumer goods industry to practice OCB to develop stages of innovative work behavior. The results of the research state that OCB can improve innovative work behavior, namely research from (Ismail & Rodzalan, 2021) and (Abdulkadir Akturan & Cekmecelioglu, 2016).

In this study, OCB can mediate the relationship between servant leadership and innovative work behavior in a positive and significant way. Servant leadership will have a higher influence in shaping OCB and innovative work behavior. According to the results of the study Amah (2020) and W. Widodo and C. Chandrawat (2021) makes OCB a mediation between employee engagement and innovative work behavior.

This study lays a foundation by studying servant leadership, organizational culture and innovative work behavior under OCB mediation. The integration of research variables in a unified framework can be a new contribution to the literature on leadership and innovative work behavior. The organizational culture embedded in servant leadership will lead to an increase in employee creativity and result in increased organizational performance.

CONCLUSION AND RECOMMENDATION

This research develops a framework for discourse on servant leadership and organizational culture to innovative work behavior through a relationship of OCB. This study was conducted at one of the consumer goods industrial companies in the Bekasi district. Therefore, it is hoped that this research will make a significant contribution to servant leadership, organizational culture, OCB, and innovative work behavior. This study explicitly provides information that in the consumer goods industry, servant leadership and organizational culture can encourage innovative work behavior among employees in a target population to stimulate employees to bring new ideas and concepts. The consumer goods industry sector can leverage the efforts of servant leadership to create a competitive advantage by increasing innovative behavior among individuals and groups.

The findings of this study invite group leaders, supreme leaders, and stakeholders in the consumer goods industry to always motivate, seek solutions and make employees more innovative and creative.

The importance of the role of leadership certainly cannot be ignored, because most leadership studies emphasize administrative and managerial positions in corporate and industrial environments. The center of this research is the impact of servant leadership that can increase employees to be more innovative, which in turn can bring the organization to compete in the global market strongly.

The real success of the consumer goods industry sector depends on the performance and creativity of employees. It is recommended that organizations increase employment opportunities to systematically share ideas, and can lay the foundations for a good culture to produce more innovators in the consumer goods industry, to be able to manage higher technological challenges.

This research only focuses on servant leadership style, which should be more useful and more informative when considering more lea-

dership styles, such as transformational, democratic, charismatic, bureaucratic, coaching. Future research can adopt a larger sample to obtain high internal validity, or conduct experiments on existing models. This study collects data only on the consumer goods industry sector, in the future it can be expanded to other types of service industries or industries. It is recommended to do more research on other variables that can improve innovative work behavior so that the organization can focus and be able to compete in the future.

This study aims to determine the role of servant leadership and organizational culture at OCB that can promote innovative work behavior among employees of the consumer goods industry. Characteristics of fairly high competition in the consumer goods industry is a challenge for organizations to survive and compete. Because continuous innovation is needed and it is hoped that this innovation can produce products needed by customers and ultimately the organization has an advantage over the competition. The managerial implications that can be proposed are increasing the role of servant leadership towards innovative work behavior through OCB by sharpening the formation of servant leadership roles, such as showing sensitivity to other people's problems, increasing genuine concern for helping the surrounding community, increasing knowledge about the organization and existing tasks, so that they can be in an easy position to support and help others, especially employees under their leadership, are can empower, encourage and provide facilities to employees in problem-solving, help employees to be able to continually move forward and show concern for the career development of their subordinates, be firm in their commitment to putting their subordinates first, increase firm, open, fair and honest behavior to others, and next is increase commitment to make efforts to continue to support others in the organization, and improve abilities in building long-term relationships with employees. The leader's behavior will provide a vision and mission, provide role models and respect and trust from subordinates. Thus subordinates will think that their existence is part of the organization and will continue to work for mutual progress.

To improve innovative work behavior, it is necessary to increase the formation of organizational culture, especially related to the culture of creativity through increasing the role of managers. Provide training and coaching to managers to increase their role in encouraging and making a change, so that they are easy to accept new things, interact with employees' ideas to increase

innovation both in terms of processes or results. Implement a team that will accommodate employees' ideas, improve the types of training, so that employees' abilities will keep pace with the development of the world.

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