



The Role of Colleague Support as an Intervening Variable in the Influence of Leadership Style on OCB at PT Mandala Finance Makassar

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Abstract. This study seeks to explore the impact of Leadership Style, Colleague Support, and Organizational Citizenship Behavior (OCB) within PT Mandala Finance Makassar. Employing a survey method, questionnaires were distributed to 60 participants within the company. Analysis of the data using the AMOS program reveals that Leadership Style exerts a direct positive influence on OCB, along side an indirect impact through Colleague Support. Additionally, the study establishes that Colleague Support significantly and positively influences OCB. These findings offer a comprehensive insight into the determinants of OCB at PT Mandala Finance Makassar, providing a foundational understanding for enhancing leadership practices and organizational culture. The practical implications derived from these finding scan assist organizations info stering increased employee engagement and organizational well-being.

Keywords: Leadership Style, Colleague Support, Organizational Citizenship Behavior.

1 Introduction

In the dynamic business era, the role of leadership and organizational success are increasingly understood as the result of complex interactions between various variables. Accordingto^[1]. One of the key variables that is directly related to organizational effectiveness is Organizational Citizenship Behavior (OCB), name ly voluntary behavior that exceeds an employee's formal duties.

Several preceding studies have delved into examining the correlation between leadership style and Organizational Citizenship Behavior (OCB). However, in the context of PT Mandala Finance Makassar, limited specific knowledge about how Coworker Support can act as an intervening variable in this relationship is still a blank space in the literature.

The main difference between this research and previous research is the special emphasis on the role of Co-Worker Support as an intervening variable in the financial environment of PT Mandala Finance Makassar. Thus, this research will complement and deep en the understanding of the factors that mediate the relationship between

leadership style and OCB, providing a new contribution to the human resource management literature.

Relevant theories for this research include leadership theories such as Transformational Theory and Servant Leadership Theory, which have been shown to influence employee behavior. Additionally, the concept of Co worker Support can be linked to Social Exchange Theory which emphasizes positive exchanges between individuals in the work context^[2]. According to servant leadership carried out in business, public and non-profit organizations is able to provide significant results for increasing employee performance and commitment to achieving the goals, vision and mission of the organization

This research can also explore the concept of Trust as an additional the oretical basis, because trust between colleague scan be the basis for the formation of effective support^[3]. Therefore, through this approach, this research will provide asinificant contribution to the understanding of these concepts in the practical context of PT Mandala Finance Makassar.

By basing research on established theories and including relevant intervening variables, it is hoped that this research can provide a deeper understanding of how leadership style can influence OCB through the intermediary of Coworker Support at PT Mandala Finance Makassar. As a result, more effective management recommendations and strategies can be formulated to improve organizational performance and employee satisfaction.

2 Literature review

2.1 Leadership Style and OCB

Past studies indicate that the style of leadership exerts a significant influence on Organizational Citizenship Behavior (OCB), this is in line with what was done by^[4] and ^[5]which suggests that there is a high impact of leader style on OCB. Transformational theory emphasizes that leaders who apply a transformational style can motivate employees to exhibit voluntary behavior, such as helping co-workers and contributing to organizational goals^[6]. On the other hand, the Servant Leadership style highlights the importance of service and attention to employee needs as factors driving OCB^[7].

2.2 The Role of Co-worker Support as an Intervening Variable

In the context of the influence of Coworker Support, Social Exchange theory states that positive exchanges between individuals in an organization can increase the desire to contribute voluntarily Handayani, A.S.,& ^[8].. Colleague Support, recognized as a component of work place social relationships, was identified as a crucial factor capable of acting as a mediator in the connection between leadership style and Organizational Citizenship Behavior (OCB).

More focused research on the financial environment suggests that organizations in the financial sector have unique challenges and needs that require a special understanding of the factors that influence OCB. Research by ^[9] indicated that a supportive leadership style and coworker support play a crucial role in improving employees' OCB in financial companies.

2.3 Relevance of Theories and Concepts

Transformational Theory and Servant Leadership are particularly relevant to this research because both have been shown to be associated with increased OCB. By involving the concepts of Social Exchange and Trust, this research can provide a more comprehensive understanding of the role of Coworker Support as an intervening factor in understanding these dynamics.

3 Research methodology

In handling respondent data, researchers will use Structural Equation Modeling (SEM) with the Amos program version 26. Data from 60 respondents, who are employees of PT Mandala Finance Makassar, will be collected through a survey using a questionnaire designed according to the dimensions of leadership style, co-worker support, and Organizational Citizenship Behavior (OCB). After data collection, descriptive analysis will be carried out to provide an overview. Then, further data processing will be carried out using SEM in the Amos 26 program. Leadership style will be treated as an independent variable, co-worker support as an intervening variable, and OCB as a dependent variable in the SEM model. This analysis will allow researchers to evaluate the extent to which the conceptual model fits the empirical data. Statistical tests on the path model parameters will be carried out to Test the significance of there lationship and mediation. Conclusions will be drawn based on the results of the SEM analysis, providing a deeper understanding of how these variables are interconnected in the context of PT Mandala Finance Makassar.

4 Result And Discussions

4.1 Validity

Validity is a critical aspect in measuring the extent to which the instrument actually measures what the research wants. Therefore, this stage will discuss the outcomes of the validity tes for research instruments involving the dimensions of leadership style, co-worker support, and Organizational Citizenship Behavior (OCB). This validity analysis will provide a strong basis for the validity of the findings and subsequent interpretation of the results.

Table.1 Validity Test Results

Variable	CR	(P)
LeadershipStyle		
X1		
X2	6,152	0,000
X3	6,600	0,000
X4	7,025	0,000
X5	6,206	0,000
X6	5,499	0,000
X7	4,221	0,000
X8	7,163	0,000
X9	6,647	0,000
X10	5,043	
Colleague support		
Z1		
Z2	5,050	0,000
Z3	5,517	0,000
Z4	5,197	0,000
Z5	6,135	0,000
Z6	5,006	0,000
OCB		
Y1		
Y2	4,848	0,000
Y3	6,132	0,000
Y4	5,907	0,000
Y5	5,488	0,000
Y6	5,829	0,000
Y7	2,813	0,005
Y8	5,281	0,000
Y9	3,256	0,001
Y10	5,323	0,000

Based on the results of the validity test in Table 1, it can be concluded that all question items contained in the questionnaire for the variables Leadership Style (X), Coworker Support (Z), and Organizational Citizenship Behavior (OCB) are declared

valid. Validity assessment was carried out based on the correlation value, where each item showed a significant correlation value (> 1.96) with a probability value (p) < 0.05 .

For the Leadership Style variable, the validity of the question aire items was confirmed, indicating that the questions asked can be considered an accurate representation of the leadership style dimensions studied. The same thing applies to the Co-worker Support variable, where the significant correlation value for each item confirms the validity of questions related to coworker support.

Meanwhile, for the Organizational Citizenship Behavior (OCB) variable, the results of the validity test show that the questions detailing ocb are also declared valid. This confirms that the questionnaire succeeded in measuring OCB precisely and is reliable for further analysis. Thus, the validity of all items or questions in the questionnaire has been confirmed, opening the door for further analysis concerning the association involving Leadership Style, Co worker Support, and Organizational Citizenship Behavior at PT Mandala Finance Makassar.

4.2 Reliability

Before entering into a reliability test analysis, it is necessary to understand the extent to which the research instrument is consistent and reliable. Reliability testing discusses the level of stability and consistency of a measurement instrument. In the context of this research, reliability will help ensure that the questions in the questionnaire provide consistent and reliable results. Let's review the reliability test results for the variables Leadership Style (X), Colleague support (Z), and Organizational Citizenship Behavior (OCB) (Y) in the table that has been presented.

The reliability test results in the table showthat all research variables, namely Leadership Style (X), Colleague Support (Z), and Organizational Citizenship Behavior (OCB) (Y), have a high level of reliability. The Leadership Style variable, which consists of 10 question items, shows a Cronbach's Alpha value of 0.879, characterizing a very good level of consistency in measuring leadership style dimensions. Likewise, the Co-worker Support variable with 6 question items has a Cronbach's Alpha value of 0.868, confirming the consistency and high reliability in measuring co-worker support. Meanwhile, the Organizational Citizenship Behavior (OCB) variable with 10 question items also shows a high level of reliability with a Cronbach's Alpha value of 0.867. The standard r value of 0.60 for all variables indicates high consistency between items. With these results, it can be concluded that all research instrument scan be considered reliable and consistent, providing a strong basis for interpreting the results of subsequent analysis.

Table.2 Reliability Test Results

Variable	Nofitem	Cronbach's Alpha	R Standard
X	10	0,879	0.60
Z	6	0,868	0.60
Y	10	0,867	0,60

4.3. Hypothesis Testing Results

By utilizing AMOS software, the resulting path diagram has been converted into a structural equation, allowing analysis to be carried out based on the estimated value and significance of the Leadership Style variable on OCB, with Colleague Support acting as an intervening variable at PT Mandala Finance Makassar. The summary table of regression weights from path analysis is presented as an illustration of the influence and significance of the relationship between the variables studied. This table provides detailed information regarding the magnitude of the influence and probability value (significance) of each variable, making it easier to interpret the results of relationship analysis in the context of this research.

Table 3. Path Analysis Table

Variabel	Est	SC	S.E	C.R	P
Leadership Style-Colleague Support	0,710	0,760	0,080	7,711	0,000
Leadership Style-OCB	0,340	0,294	0,114	3,883	0,004
OCB-Colleague Support	0,798	0,642	0,123	5,424	0,000

The results of the hypothesis analysis show significant findings related to the relationship between Leadership Style (X), Colleague Support (Z), and Organizational Citizenship Behavior (OCB) at PT Mandala Finance Makassar.

First, regarding the relationship between Leadership Style and Coworker Support, the standardized coefficient value is 0.760 with a probability value of 0.000 (<0.05) indicating that Leadership Style has a positive and significant influence on Coworker Support. These results confirm that employees who perceive a good leadership style tend to get strong support from their coworkers.

Furthermore, in the context of the influence of Leadership Style on Organizational Citizenship Behavior (OCB), the standardized coefficient value of 0.294 with a probability value of 0.004 (<0.05) indicates that Leadership Style has a positive and significant influence on OCB. This implies that an effective leadership style can stimulate organizational citizenship behavior among employees.

However, it should be noted that in the relationship between Co-worker Support and OCB, the standardized coefficient value is 0.642 with a probability value of 0.000 (>0.05) indicating that Co-worker Support has a positive and significant influence on OCB. These findings provide important insight that job satisfaction gained through coworker support can be a key driver of organizational citizenship behavior.

Overall, the results of this research confirm the importance of Leadership Style and Colleague Support as factors that influence Organizational Citizenship Behavior at PT Mandala Finance Makassar. The implication is that understanding and implementing effective leadership practices and strengthening support between colleagues can increase the level of employee involvement in organizational citizenship behavior.

Table 4. Standardized Coefficient

Variabel	Direct Ef- fect		Indirect Ef- fect
	X	With	X1
WITH	0,740	0,000	0,000
AND	0,075	0,532	0,364

The results of this research reveal a standardized coefficient value of 0.364 for the in direct influence of Leadership Style on OCB through Colleague Support. This value indicates that Leadership Style not only has a direct positive influence on OCB (with a coefficient value of 0.294), but also has an indirect positive influence through the Coworker Support mechanism. This indirect influence illustrates that an effective leadership style, by creating a supportive and motivating environment, can increase Coworker Support. With increased Coworker Support, employees tend to feel more satisfied with their jobs. The uniqueness of this finding lies in the concept that high job satisfaction, as a result of strong coworker support, can be a mediator that connects Leadership Style with increased organizational citizenship behavior (OCB).

This means that leaders who are able to build positive and supportive relationships between colleagues can indirectly strengthen organizational citizenship behavior among employees. In this context, these findings contribute added value in understanding how leadership style can shape a work environment that stimulates OCB through coworker support mechanisms.

4.3 Discussion of Estimation Results and Interpretation

The Direct Influence of Leadership Style on OCB at PT Mandala Finance Makassar.

From the results of this research, it can be concluded that Leadership Style has a direct positive influence on Organizational Citizenship Behavior (OCB) at PT Mandala Finance Makassar. This finding is strengthened by the standardized coefficient value of 0.294 with a probability of 0.004 (< 0.05). This means that leaders in this organization, when implementing an effective leadership style, are able to stimulate and motivate employees to demonstrate organizational citizenship behavior directly. This positive influence can be interpreted as an indication that leaders who are able to provide clear direction, provide support, and create a positive work environment can encourage employees to contribute more than their main tasks, increasing OCB in the organization.

The importance of this direct influence of Leadership Style on OCB highlights the key role of leaders in forming an organizational culture that supports citizenship behavior [6]. Thus, these results provide a deeper understanding of the dynamics of the relationship between leadership style and OCB at PT Mandala Finance Makassar, which can be the basis for developing more effective leadership strategies in improving overall organizational performance. This is in line with what was done by [10] where the results of this study show that leadership style has an influence on OCB.

The Influence of Colleague Support on Organizational Citizenship Behavior (OCB) at PT Mandala Finance Makassar.

The influence of co-worker support on Organizational Citizenship Behavior (OCB) at PT Mandala Finance Makassar, as revealed in the research results, shows a significant relationship. With a standardized coefficient value of 0.642 and a probability of 0.000 (> 0.05), these findings confirm that Coworker Support has a positive and significant influence on OCB. That is, employees who perceive high levels of support from coworker tend to demonstrate more active organizational citizenship behavior.

These results provide an important contribution to the understanding that a positive work atmosphere, characterized by strong coworker support, can encourage employees to behave outside of their primary tasks ^[11]. Coworker Support is considered a key driver in shaping voluntary attitudes and behaviors that benefit the organization. Therefore, for PT Mandala Finance Makassar, an emphasis on creating a supportive work environment and building positive work relationships can be an important strategy in increasing OCB and overall organizational well-being.

Discussion of Estimation Results and Interpretation of the Direct Influence of Leadership Style on Colleague Support at PT Mandala Finance Makassar.

The direct influence of leadership style on co-worker support at PT Mandala Finance Makassar, as revealed in the results of this research, shows a significant positive influence. The estimation results show a standardized coefficient value of 0.760, with a probability of 0.000 (< 0.05), indicating that leadership style directly influences co-worker support. This means that leaders who are able to highlight an effective leadership style within the organization have the ability to build and strengthen support between colleagues. This positive influence can be interpreted as an indication that leaders who practice a leadership style that is oriented towards empowerment, communicativeness, and building good interpersonal relationships, are able to create a supportive and collaborative work environment ^[12]. Thus, understanding the direct relationship between leadership style and co-worker support provides strategic insight for PT Mandala Finance Makassar in developing and strengthening teamwork and maintaining a positive work atmosphere.

The Impact of Leadership Style on Organizational Citizenship Behavior (OCB) via Colleague Support at PT Mandala Finance Makassar.

The influence of leadership style on organizational citizenship behavior (OCB) through co-worker support at PT Mandala Finance Makassar shows an interesting relationship pattern based on the results of this research. The estimation results show a standardized coefficient value of 0.364, with a probability of 0.000 (< 0.05), indicating that Leadership Style has an indirect positive influence on OCB through the Coworker Support mechanism. This means that an effective leadership style not only directly influences OCB, but also involves the important role of Coworker Support as a mediator.

These findings provide a deep understanding that leaders who are able to create a supportive and motivating work environment can increase coworker support, which in turn, stimulates OCB among employees ^[13]. In this context, Coworker Support can be

considered a key channel through which the influence of leadership style is reflected involuntary behavior and additional contributions beyond primary tasks. These result provide a strategic contribution to PT Mandala Finance Makassar, underscoring the importance of not only an effective leadership style but also a supportive work environment in encouraging employee OCB.

5 Conclusion

The conclusions from the results of this research imply a deep understanding of the relationship between Leadership Style, Colleague Support, and Organizational Citizenship Behavior (OCB) at PT Mandala Finance Makassar. Leadership style is proven to have a direct positive influence on OCB, emphasizing the main role of leaders in shaping organizational citizenship behavior. In addition, Leadership Style also has an indirect influence on OCB through Coworker Support, indicating the importance of a positive work atmosphere in stimulating employee contributions outside their main tasks.

The finding that Coworker Support has a positive and significant influence on OCB highlights the central role of support between coworker in creating a supportive and motivating work environment. Overall, the results of this research provide an in-depth understanding of the factors that influence OCB at PT Mandala Finance Makassar, providing a foundation for the development of more effective leadership practices and organizational culture to increase employee contributions and overall organizational well-being. The practical implications of these findings can help organizations optimize employee potential through appropriate leadership strategies and create a positive work climate.

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