The Effect of Organizational Justice, Servant Leadership, and Emotional Intelligence on Organizational Citizenship Behavior of Employees at PT DM Baru Retailindo Bantul

Vita Tri Wahyuni[1*], Didik Subiyanto[2], Tri Ratna Purnamarini[3]

[1,2,3] *Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia*
*Corresponding author. Email: vita.tri99@gmail.com

ABSTRACT

This study examines the problem of low organizational citizenship behavior (OCB) at PT DM Baru Retailindo, where employees only focus on their roles and participate less in internal activities. In the face of intense competition in the retail industry, companies need employees with high OCB to increase productivity and strengthen competitiveness. Therefore, this research aims to analyze the influence of organizational justice, servant leadership, and emotional intelligence on the OCB of PT DM Baru Retailindo employees. Sampling utilized non-probability sampling with a saturated sampling technique, where the entire population was used, so the sample size was 60 respondents. The results of this study show that organizational justice does not have a positive significant influence on increasing employee organizational citizenship behavior, servant leadership can significantly increase employee organizational citizenship behavior, and emotional intelligence can also significantly increase employee organizational citizenship behavior. Then, organizational justice, servant leadership, and emotional intelligence together significantly increase employee organizational citizenship behavior.

Keywords: Organizational Justice, Servant Leadership, Emotional Intelligence, Organizational Citizenship Behavior.

1. INTRODUCTION

In facing increasingly fierce competition, companies must pay attention to various factors that affect their performance, especially employees who are important assets. Employees have a crucial role in determining the success and effectiveness of a company [1]. Without maximum performance from employees, companies risk stagnation and difficulty in competing. Therefore, employees are not only expected to perform tasks by the job (in-role) but also need to show extra behavior and additional contributions that exceed responsibilities (extra-role) [2]. Employees' voluntary involvement in activities outside the job description is called organizational citizenship behavior [3]. This behavior enhances teamwork, fosters a positive work environment, improves organizational performance, and supports the organization's long-term goals to improve organizational performance, especially in a competitive market [4].

PT DM Baru Retailindo, located in Bantul, faces serious challenges in improving its organizational performance amidst increasingly fierce competition in the retail industry. According to observations and interviews, one of the main issues faced is the low organizational citizenship behavior (OCB) level at the DM Baru 1 branch. Employee engagement in non-formal activities that support organizational dynamics, such as morning briefings, was found to be very limited. Most employees only focus on their primary job responsibilities (in-role behavior), thus ignoring additional roles that can support team and organizational effectiveness. This phenomenon is evident through the high rate of lateness and low participation in morning briefings, reflecting the lack of implementation of OCB principles, particularly civic virtue, and conscientiousness, which require employees to perform with a sense of responsibility and exceed minimal expectations, like arriving on time and actively participating in team activities [5]. In the context of increasing competition in the retail industry, this condition can potentially harm the company. Low OCB can worsen the competitiveness of companies in the retail industry, which now compete not only on price and product aspects but also on service excellence and customer experience.

PT DM Baru Retailindo needs employees with high organizational citizenship behavior to improve its competitive standing. This is because organizational citizenship behavior (OCB) plays a crucial role in improving organizational performance by facilitating the creation of a collaborative and productive work environment [6]. Organizational citizenship behavior affects internal dynamics and contributes to achieving overall organizational goals, one of which is winning market competition. This organizational citizenship behavior can emerge and increase when employees feel that there is reciprocity that matches their expectations. It is grounded in social exchange theory, which underscores the importance of reciprocal relationships and justice in fostering positive discretionary behaviors [2]. Organizational citizenship behavior can be promoted through organizational justice, servant leadership, and emotional intelligence, which are essential in creating a positive work culture that encourages employees to go above and beyond. Organizational justice leads to members' perceptions of the treatment they receive fairly in the organization [7]. This organizational justice ensures fairness and fosters trust, making employees feel valued and motivated to engage in voluntary behaviors that benefit the organization [8]. Voluntary behavior, known as organizational citizenship behavior, contributes positively to organizational goals and performance [9].

Similarly, servant leadership that prioritizes employee needs and development can create an empowering environment that motivates employees to display OCB [10]. ervant leadership is other-oriented leadership that focuses on the needs and interests of individual employees and leadership that emphasizes shifting attention from concern for oneself to concern for others in the organization [11]. This makes employees show good citizen behavior because they feel supported and cared for by their leaders so that they will work beyond their responsibilities, which can improve organizational performance. Emotional intelligence is the ability to recognize and empathize with one's own and others' feelings and includes the ability to motivate oneself and communicate effectively [12]. Emotional intelligence plays a key role in nurturing strong interpersonal relationships, promoting empathy, and facilitating effective communication— all essential for motivating employees to engage in OCB [13]. This means that employees with emotional intelligence tend to perform better at work and contribute to the organization by going above and beyond their responsibilities [14].

Given the importance of organizational justice, servant leadership, and emotional intelligence in enhancing employee OCB, exploring these factors is critical to understanding their impact on OCB, especially in this company, as OCB plays a critical role in improving collaboration, productivity, and competitive advantage in a highly dynamic market environment. Several studies have examined the relationship between the influence of emotional intelligence, servant leadership, and organizational justice in enhancing employees' organizational citizenship behavior. However, although these factors are often considered the main drivers in increasing OCB, the results of existing studies show inconsistencies in the influence of each factor on organizational citizenship behavior. Similarly, [15] and [16] showed that organizational justice can significantly increase employee OCB. In contrast, research by [17] found that organizational justice has no significant effect on increasing OCB. In the context of servant leadership, studies from [14] and [18] concluded that a servant leadership style can encourage employees to demonstrate organizational citizenship behavior. However, [19] stated different results, finding that servant leadership had no significant impact on increasing OCB. As for emotional intelligence, research from [20] and [21] confirms that emotional intelligence has an important role in increasing OCB. Contrary to these findings, [22] Stated that emotional intelligence cannot increase employee OCB. There are gaps in previous research, so further analysis is needed regarding how organizational justice, servant leadership, and emotional intelligence influence organizational citizenship behavior. The goal is to provide further explanation of how much influence these factors have in increasing organizational citizenship behavior, which can help organizations improve their performance to win competitive competition.

2. LITERATURE REVIEW

2.1. Organizational Justice

Organizational justice refers to an individual's perception of the level of fairness or equality received in various aspects of organizational interactions and decisions, such as relationships with superiors, income distribution, access to training, and gender equality [23] [24]. In this context, organizational justice can be interpreted as how individuals perceive fairness in treatment, compensation received, and decisions made by the organization. Employees who feel fairness in the work environment tend to meet organizational expectations optimally [25]. Furthermore, justice in the organization not only encourages employees to carry out their responsibilities, but also motivates them to make extra contributions beyond their main duties [26]. Thus, justice in this organization plays an important role in shaping employee attitudes and behavior, where positive perceptions of justice encourage productivity, increase dedication, and reduce conflict [27]. A fair work environment allows employees to contribute better, so that individual and organizational performance increases significantly.

Indicators of organizational justice include: 1) distributive justice, which is defined as justice related to the outcome of decisions and rewards for employees according to the input provided; when employees feel that their efforts are fairly rewarded, they are likely to feel satisfied and motivated, thereby reducing dissatisfaction and encouraging higher

engagement; 2) procedural justice is defined as the justice received by employees in the organizational decision-making process, these transparent, consistent, and unbiased procedures will build trust among employees thereby encouraging organizational commitment, and increasing positive employee behavior; 3) and interactional justice is defined as the extent to which the organization and the individuals within it treat other individuals with dignity and courtesy, leaders and co-workers who show empathy and value other employees' perspectives create a positive and collaborative work environment, which increases their productivity [28]. This dimension of fairness plays an important role in increasing employee motivation and positive attitudes, which in turn drives improved performance at both the individual and organizational levels.

2.2. Servant Leadership

Servant leadership is a service-oriented leadership approach to others, in which the leader consistently places the needs, interests, and aspirations of subordinates above his or her personal interests, by prioritizing attention to the growth and well-being of individuals in the organization [11]. A servant leader acts as a motivating figure, who is able to inspire others and offer a vision to strive for, as well as earn the trust and confidence of those they lead [14]. Servant leadership prioritizes the needs and interests of subordinates above their interests, focusing on service and attention to the different needs of each organization member. Thus, it fosters motivation and trust to pursue a shared vision. Servant leadership builds trust and motivation among organizational members. It triggers employees' sense of moral responsibility to make positive contributions in return for the leader's attitude of supporting and serving them by contributing more to the organization. [11].

Indicators of servant leadership focus on fostering positive employee behaviors and organizational outcomes by addressing practical aspects of leadership in the workplace [18]. The indicator are including 1) emotional healing which includes the attitude of leaders who show sensitivity to the personal problems of their subordinates, create a trusting and safe environment where employees feel valued and understood, and lead to increased employee engagement; 2) creating value for the community reflects leaders encouraging employees to positively impact their surrounding community, this fosters a sense of belonging and purpose and motivates employees to provide the best service possible; 3) conceptual skills is the attitude of leaders in solving work-related problems and understanding organizational goals, enabling employees to overcome challenges, boost productivity, and maintain high morale; 4) empowering means the attitude of leaders who empower the people they lead by entrusting responsibility, this will help employees to more initiative, innovate, and show high performance in their roles; 5) helping subordinates grow and succeed means the attitude of caring for the growth and development of employees' careers, this will increase employee loyalty and make a positive and high contribution; 6) putting subordinates first means the attitude of leaders who prioritize their subordinates, will build loyalty and commitment among employees; 7) and behaving ethically means the attitude of leaders who interact with their subordinates openly, fairly, and honestly, this builds trust and a collaborative work environment so as to improve employee performance [29]. Collectively, these servant leadership indicators drive positive employee behavior such as increased engagement, higher motivation, and better collaboration, ultimately improving organizational performance.

2.3. Emotional Intelligence

Emotional intelligence involves the ability to recognize one's own feelings and the feelings of others, motivate oneself, and manage emotions effectively both personally and in interpersonal relationships [22]. Individuals who have emotional intelligence can recognize their own emotions, regulate emotions effectively, motivate themselves, show empathy for others, and foster positive emotions in others to achieve the desired goals [30]. It can be concluded that emotional intelligence refers to an individual's capacity to identify, manage, control, and express emotions, both of oneself and others, which are utilized to guide actions in building effective interpersonal relationships. Employees who have good emotional intelligence will find it easy to adapt to the work environment and can solve problems, respond well to situations, evaluate, and find solutions [31]. So that this emotional intelligence can build good working relationships within the organization to support high performance because employees who have high emotional intelligence are able to form positive relationships with other coworkers by helping and cooperating with coworkers and avoiding conflicts.

Indicators of emotional intelligence include 1) self-emotion appraisal (SEA) which is defined as the capacity of individuals to recognize and express their own emotions, to better manage their emotional responses, leading to more proactive and responsible behavior such as by taking the initiative and helping others without being asked; 2) other's emotional appraisal (OEA) which is defined as the assessment and recognition of emotions in others, this can improve social relationships in the work environment and encourage collaboration, as well as encourage employees to help colleagues and foster a positive work atmosphere; 3) regulation of emotion (ROE) is defined as the ability of individuals to manage their emotions effectively so that employees can control negative emotions and focus on performance, even

in stressful situations; 4) and use of emotion (UOE) which means the ability to use emotions that direct them to positive activities, to increase employee motivation and drive to take more initiative and engage in their work with enthusiasm [32]. Together, these emotional intelligence indicators not only contribute to an individual's emotional well-being but also foster a collaborative, adaptive, and high-performing organizational culture.

2.4. Organizational Citizenship Behavior

Organizational citizenship behavior is a voluntary action and dedication shown by an individual in the workplace to the organization where they work [16]. Organizational citizenship behavior includes behavior that goes beyond the employee's job description, and is based on the employee's personal willingness to contribute to the organization [16]. Organizational citizenship behavior is driven by the individual employee's choice and initiative, independent of any formal rewards or incentives from the organization; if this behavior is not exhibited, the company will not impose any penalties [16]. So, it can be concluded that organizational citizenship behavior is a voluntary action without coercion or reward carried out by individuals in the organization that exceeds their duties (extra-role), which ultimately benefits the organization.

There are five indicators in organizational citizenship behavior, including altruism is defined as a voluntary attitude to help others; courtesy is defined as an attitude of respect for other employees; sportsmanship is defined as an attitude of tolerance level towards conditions that are not ideal; conscientiousness is defined as an attitude of diligence and full of responsibility; and civic virtue is defined as an attitude of participation in organizational activities actively [5].

3. HYPOTHESIS DEVELOMPENT

3.1. The effect of organizational justice on organizational citizenship behavior (OCB)

Organizational justice is defined as employees' perceptions of the justice they feel and receive where they work, including decisions made by their superiors, aspects of wages, and aspects of determining something in the company. [15]. This perception of fairness plays an important role in building trust and positive attitudes among employees, which in turn can motivate them to engage in behaviors that support organizational goals, such as organizational citizenship behavior [16]. The results of previous research on PT Telkom Indonesia employees show that the implementation of organizational justice in a company has a positive and significant influence on increasing organizational citizenship behavior c This finding shows that employees who feel fairness in the company tend to be more motivated to show behaviors that support the interests of the organization. The consistency of these results is also reinforced by research in the pharmaceutical industry, which found that companies that apply organizational justice in treating employees can increase organizational citizenship behavior. [33]. Thus, increasing organizational citizenship behavior (OCB) can be influenced by the existence of organizational justice.

H1: Organizational justice has a significant positive effect on organizational citizenship behavior (OCB

3.2. The effect of servant leadership on organizational citizenship behavior (OCB)

Servant leadership puts the interests of those being led as a priority, focusing on serving and meeting the needs of subordinates [11]. This approach, which emphasizes caring and supporting employees, encourages them to exhibit positive behaviors and contribute voluntarily in return for caring and supportive leadership [34]. This approach encourages employees to demonstrate positive behaviors, including working beyond their basic responsibilities, also known as OCB. The results of previous research conducted on managerial and non-managerial staff in the service and manufacturing industries show that servant leadership has a significant positive impact on increasing employee OCB. [14]. Another study conducted on private commercial bank staff in Bangladesh also explained that employee organizational citizenship behavior can be improved by servant leadership [18]. This shows that servant leadership can influence employee organizational citizenship behavior.

H2: Servant leadership has a significant positive effect on organizational citizenship behavior (OCB)

3.3. The effect of emotional intelligence on organizational citizenship behavior (OCB)

Emotional intelligence refers to the capacity to know, understand, control, and evaluate one's own and others' emotions [35]. Employees with high emotional intelligence will perform better where they work and can make an important contribution to the company's achievement of goals because they understand the company's goals and the positive behaviors needed to achieve them [14]. They will be more likely to show positive behavior that including organizational citizenship behavior (OCB), which contribute to increased corporate effectiveness [14]. A study of the South Tangerang City Education and Culture Office staff revealed that emotional intelligence significantly influences OCB. Individuals with high emotional intelligence show strong empathy and supportive attitudes in the work

environment. [36]. A similar study on teachers in Surakarta City also showed that the presence of emotional intelligence directly contributes to increasing OCB [21]. This confirms that this aspect is an important factor in building a collaborative and productive organizational culture through OCB.

H3: Emotional intelligence has a significant positive effect on organizational citizenship behavior (OCB)

3.4. *The effect of organizational justice, servant leadership, and emotional intelligence on organizational citizenship behavior (OCB)*

Many factors can influence extra-role behavior (OCB) in employees in an organization, both internal and external. Internal factors can include employee morale, employee personality, and so on, while external factors can include leadership style, organizational culture, and so on [37]. Individuals who have emotional intelligence will be able to behave positively and more morally so that it will have a good impact on increasing OCB [14]. In addition to internal factors, external factors such as leadership style also affect employee OCB, employees who have leaders who adopt a servant leadership style will show OCB behavior because they feel support from the leader [34]. Additional external influences, like employees perceiving fairness in justice, will also enhance their organizational citizenship behavior [16]. So, if employees feel the existence of internal and external factors in the organization where they work, employees can work according to their duties and even take the initiative to do work beyond their responsibilities so that organizational citizenship behavior will appear [37].

Findings of the research conducted by [38] explain that there is a simultaneous influence between emotional intelligence and servant leadership on organizational citizenship behavior. Other research conducted by [39] explains that there is a simultaneous influence between emotional intelligence and organizational justice on organizational citizenship behavior.H4: Organizational justice, servant leadership, and emotional intelligence simultaneously affect organizational citizenship behavior (OCB).

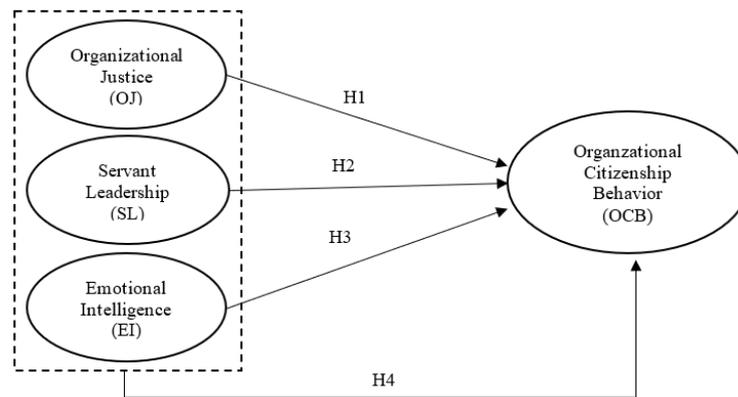Based on the hypothesis above, the framework in this study is as follows:

Figure 1. Research Framework

4. RESEARCH METHOD

This research uses quantitative methods with independent variables, such as organizational justice, servant leadership, and emotional intelligence, and one dependent variable, organizational citizenship behavior. The sample used was 60 respondents, taken from the entire population of PT DM Baru Retailindo employees, so the sampling used a saturated sample technique.

Primary data was collected by distributing questionnaires to all employees and processed with the SPSS software application. Measurement uses a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique is classical assumption and hypothesis testing, with variable measurements using the following indicators.

5. RESULTS AND DISCUSSION

5.1. *Results*

5.1.1 *Characteristic of Respondents*

Overall, in this study, there were 60 respondents, and Table 1 shows the characteristics of respondents. Most respondents were female, as many as 47 (78.3%), and male, as many as 13 (21.7%). Based on the age of the respondents, 40 respondents (66.7%) were dominated at the age of 20-30 years, followed by respondents aged 31-41 years and as many as 13 respondents (21.7%). The last level of respondents' education was dominated by high school level, with as many as 55 respondents (91.7%). Finally, most respondents worked between 1-5 years, as many as 38 respondents (63.3%), followed by 10 respondents (16.7%) who worked between 6-10 years.

Table 1. Respondent Characteristics

Category	Sub-Category	Number	%
Gender	Female	47	78.3
	Male	13	21.7
Age	<20 years	2	3.3
	20-30 years	40	66.7
	31-41 years	13	21.7
	>41 years	5	8.3
Last Education	Junior High School	2	3.3
	Senior High School	55	91.7
	Bachelor	3	5
Length of Employment	<1 years	8	13.3
	1-5 years	38	63.3
	6-10 years	10	16.7
	>10 years	4	6.7

Source: SPSS primary data processed, 2024

5.1.2 Classical Assumptions

The classical assumption including tests for multicollinearity, heteroscedasticity, and normality.

Tabel 2. Classical Assumptions

Ind.	Dep.	Collinearity Statistics		Glejser Sig	Asy Sig.
		Tolerance	VIF		
OJ		.945	1.058	.481	
SL	OCB	.865	1.157	.734	.200[d]
EI		.898	1.114	.389	

Notes: OJ = Organizational Justice, SL = Servant Leadership, EI = Emotional Intelligent, OCB = Organizational Citizenship Behaviour

Source: SPSS primary data processed, 2024

Based on the test results presented in Table 2, it can be concluded that the model does not have heteroscedasticity problems, which is indicated by the Glejser Test where the value of OJ=0.481, SL=0.734, and EI=0.389> 0.05. In addition, the normality assumption is also fulfilled according to the Kolmogorov-Smirnov Test results with an Asymp. Sig. which is greater than 0.05 (0.200>0.05). The multicollinearity test shows that there are no multicollinearity symptoms in the regression model because all variables have a tolerance value above 0.10 (OJ=0.945, SL=0.865, and EI=0.898) and VIF below 10 (OJ=1.058, SL=1.157, and EI=1.114). The results of this classical assumption test show that the correlation between independent variables is still within acceptable limits. Hence, the regression model used is accurate and eligible for further analysis.

5.1.3 Hypothesis Testing

5.1.3.1 T Test Results

Based on the t-test results presented in Table 3, the t-test for organizational justice yielded a t-value of 1.145, which is less than the critical t-value of 1.672 and has a significance value of 0.257 > 0.05; this shows that H1 is rejected. This result indicates that there is no statistically significant positive effect of organizational justice on OCB and that organizational justice is not an important factor in determining the increase in organizational citizenship behavior of employees in this research sample.

Meanwhile, the statistical test on the servant leadership variable shows that servant leadership has a t value of 3.062 with a significance value of 0.003 < 0.05, so H2 is accepted. This indicates that servant leadership positively and significantly affects employees' increasing organizational citizenship behavior. This finding confirms that leadership that prioritizes service to subordinates effectively encourages employees to be motivated to perform extra-role behavior (OCB). In addition, statistical tests on emotional intelligence variables show the results of the t-count value of 3.687 and a significance value of 0.001 < 0.05, so H3 is accepted. These results indicate that emotional intelligence has a positive and significant effect on increasing organizational citizenship behavior, thus underlining that employees with high emotional intelligence can build positive interpersonal relationships and are more likely to engage in extra-role behavior (OCB).

Table 3. T test results

Coefficients[a]						
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.619	8.036		.201	.841
	Organizational Justice	.128	.112	.133	1.145	.257
	Servant Leadership	.609	.199	.373	3.062	.003
	Emotional Intelligence	.678	.184	.441	3.687	.001
a. Dependent Variable: Organizational Citizenship Behavior						

Source: SPSS primary data processed, 2024

5.1.3.2 F Test Results

Based on the f-test results in Table 4, the significance value is less than 0.05, namely 0.00 < 0.05. The f-count is greater than the f-table, namely 7.271 > 2.77 (df = 0-3-1, df = 56), indicating that organizational justice, servant leadership, and emotional intelligence simultaneously have a significant effect on employee organizational citizenship behavior (OCB). This finding confirms the acceptance of the H4, which emphasizes that the combination of organizational justice, servant leadership, and employees' emotional capabilities creates an effective synergy in encouraging extra-role behavior.

Table 4. F test results

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.675	3	93.892	7.271	.000[b]
	Residual	723.175	56	12.914		
	Total	1004.850	59			
a. Dependent Variable: Organizational citizenship behavior						
b. Predictors: (Constant), organizational justice, servant leadership, and emotional intelligence						

Source: SPSS primary data processed, 2024

5.1.3.3 Test Results Coefficient Determination (R^2)

Based on the coefficient of determination test shown in Table 5, the Adjusted R Square value of 0.242 or 24.2% is in the low category. This shows that the variables of organizational justice, servant leadership, and emotional intelligence collectively only affect 24.2% of organizational citizenship behavior. This finding indicates that the three variables have a relatively weak but significant role in shaping employees' extra-role behavior. Meanwhile, the remaining 75.8% is influenced by other variables not examined in this study, which leads to the possibility of other external or internal factors contributing to OCB that have not been revealed in this study.

Tabel 5. Test Results Coefficient Determination

			Model Summary[b]	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529[a]	.280	.242	3.594

a. Predictors: (Constant), organizational justice, servant leadership, and emotional intelligence

Source: SPSS primary data processed, 2024

5.2. Discussion

5.2.1 The effect of organizational justice on organizational citizenship behavior (OCB)

Based on the results of the study show that organizational justice, which consists of distributive, procedural, and interactional justice, does not have a significant positive effect on organizational citizenship behavior (OCB) of employees of PT DM Baru Retailindo Bantul, which indicates that employees' perceptions of justice in this company do not influence to encourage them to perform extra-role behavior. Although organizational justice is theoretically significant for encouraging OCB, it may not directly influence employees' willingness to engage in extra-role behaviors in this sample. This means that organizational justice is not an important factor in determining the increase in organizational citizenship behavior of employees of PT DM Baru Retailindo Bantul and may be influenced by other factors, both from external and internal employees. So, the results of this study are not in line with previous research, which explains that organizational justice has a positive and significant effect on organizational citizenship behavior. [25] and [33].

5.2.2 The effect of servant leadership on organizational citizenship behavior (OCB)

This study reveals that servant leadership positively and significantly influences the organizational citizenship behavior of PT DM Baru Retailindo Bantul employees. This suggests that extra-role behavior or OCB can increase significantly by adopting a servant leadership approach, where leaders focus on service by emphasizing employee care and support. Employees who feel cared for and supported by their leaders will be motivated to show greater commitment to the organization. This ultimately contributes to increased OCB by participating in activities that are not just limited to their formal duties, thus creating a more inclusive work environment. The results of this study are consistent with the findings of previous research showing that servant leadership has a positive influence on organizational citizenship behavior [14] and [18].

5.2.3 The effect of emotional intelligent on organizational citizenship behavior (OCB)

The findings of this study indicate that emotional intelligence has a positive and significant influence on employee organizational citizenship behavior at PT DM Baru Retailindo Bantul. This means that employees with high emotional intelligence who can manage their own emotions and understand the feelings of others tend to interact better and maintain harmonious relationships. This ability improves the quality of interpersonal interactions. It strengthens employees' involvement in extra-role behaviors, such as helping colleagues, maintaining team harmony, and contributing more to the organization, even beyond their formal job obligations. So that employees will perform better and be able to make an important contribution to the company in achieving goals because they will behave positively, which can increase organizational performance. This study's results are consistent with previous research findings, showing that emotional intelligence positively and significantly influences organizational citizenship behavior [21] and [36].

5.2.4. The effect of organizational justice, servant leadership, and emotional intelligence on organizational citizenship behavior (OCB)

Based on the results of the study, it is proven that organizational justice, servant leadership, and emotional intelligence simultaneously affect the organizational citizenship behavior of PT DM Baru Retailindo Bantul employees. The three independent variables significantly affect OCB, which indicates that if employees feel the existence of organizational justice and are led by leaders who support and serve and have good emotional intelligence, their

organizational citizenship behavior will increase. This suggests that the combination of these three factors positively impacts increasing employee OCB in this company. However, the contribution of these three variables to OCB only reaches 24.2%. In contrast, the remaining 75.8% is influenced by other factors not examined in this study, which may include internal and external aspects contributing to the organizational citizenship behavior of PT DM Baru Retailindo Bantul employees. This shows that, although the three independent variables significantly influence OCB, they only have a relatively weak role in increasing the organizational citizenship behavior of PT DM Baru Retailindo Bantul employees.

6. CONCLUSIONS AND SUGGESTIONS

6.1 Conclusions

This study examines the organizational justice, servant leadership, and emotional intelligence variables on the organizational citizenship behavior of PT DM Baru Retailindo Bantul employees. The test findings in this study can be concluded that: 1) organizational justice does not have a positive and insignificant effect on organizational citizenship behavior; 2) servant leadership has a positive and significant effect on organizational citizenship behavior; 3) emotional intelligence has a positive and significant effect on organizational citizenship behavior; 4) organizational justice, servant leadership, and emotional intelligence have a simultaneous effect on organizational citizenship behavior.

This research explains that if a company has leaders who support and serve and employees who have emotional intelligence, it will increase organizational citizenship behavior, so employees will work harder and go beyond their responsibilities to achieve company goals.

6.2 Suggestions

Researchers recommend increasing servant leadership, with leaders who always focus on supporting, meeting the needs, and empowering employees. This means leaders must always pay attention to their employees to improve employee OCB. As a practical step, companies can conduct servant leadership training programs that include effective communication workshops, ethical decision-making simulations, and mentoring between employees to build positive relationships and strengthen empathy. In addition, employees' emotional intelligence needs to be improved, given its influence on organizational citizenship behavior. Companies can provide emotional intelligence training that includes self-recognition, emotion management, empathy, and interpersonal skills through practices such as conflict management and techniques to control stress. With this training, employees' emotional intelligence will improve, encouraging more positive interactions with coworkers and reducing conflict in the company, thus creating a more harmonious and productive work environment.

The results showed no relationship between organizational justice and organizational citizenship behavior; this occurred because there were limitations in the study, such as only examining one branch of the company and not considering mediating variables that could influence it. Thus, future research is expected to overcome this problem by examining all company branches or adding mediating variables, such as work motivation [40]. Research with this mediating variable can provide further insight into how other factors can strengthen the relationship between organizational justice and organizational citizenship behavior, explain why organizational justice does not directly affect citizenship behavior, and provide a deeper understanding of the dynamics of organizational citizenship behavior. In addition, the results of this study show a small coefficient of determination test value due to the limitations of the variables and indicators used. Therefore, it is hoped that further research can use other variables that do not exist to expand the research, such as organizational commitment [8] or other variables. With the expansion of variables, it will provide benefits in increasing employee organizational citizenship behavior.

AUTHORS' CONTRIBUTIONS

1. Vita Tri Wahyuni, as the first author, searched, collected, input, and calculated respondent data, processing it in the SPSS application and writing the articles.
2. Didik Subiyanto as second author: providing direction, guidance, and evaluation of the first author in data processing and article writing.
3. Tri Ratna Purnamarini as the third author: providing direction, guidance, and evaluation of the first author in data processing and article writing.

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