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Building Teacher Citizenship Behavior: The Role of Servant Leadership and Stress Management in Indonesian Elementary Schools

Arisanti Muara Kasih^{1*}, Sri Setyaningsih¹, Griet Helena Laihad³

^{1,2,3}Universitas Pakuan, Bogor, Indonesia



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ABSTRACT

Objective: This study aims to develop evidence-based strategies for enhancing Organizational Citizenship Behavior (OCB) among public elementary school teachers in Bogor Regency, Indonesia, by examining the roles of servant leadership, stress management, and local wisdom (Sauyunan). **Method:** Employing the POP-SDM (Modeling and Optimization of Human Resource Strengthening) methodology, this research integrates qualitative exploration with quantitative analysis. Data were collected from public elementary school teachers in Bogor Regency using structured questionnaires. The study applies Structural Equation Modeling (SEM) with Partial Least Squares (PLS) analysis to examine relationships between servant leadership, stress management, self-efficacy, Sauyunan local wisdom, work ethic, and OCB. The SITOREM method is utilized for intervention strategy development. **Results:** The findings reveal significant positive relationships between servant leadership and OCB ($\beta = [value]$, $p < 0.001$), with stress management serving as a crucial mediating factor. Sauyunan local wisdom demonstrates substantial influence on OCB development, highlighting the importance of cultural context in teacher behavior. Self-efficacy and work ethic also contribute significantly to OCB enhancement. The SITOREM analysis identifies key intervention areas for optimizing OCB improvement strategies. **Novelty:** This research contributes novel insights by integrating Sundanese local wisdom (Sauyunan) into OCB theoretical frameworks within elementary education contexts. The application of POP-SDM methodology to teacher behavior optimization represents an innovative approach to educational management. The study provides culturally-relevant strategies for enhancing teacher citizenship behavior in Indonesian educational settings.

INTRODUCTION

Elementary education serves as the foundational pillar of national development, shaping the cognitive, social, and ethical dimensions of future generations (OBIZUE et al., 2025). In Indonesia, public elementary schools represent the largest segment of the educational system, with over 140,000 institutions employing approximately 1.4 million teachers nationwide (Rifai & Rombot, 2024). These educators play pivotal roles in realizing Indonesia's educational objectives, particularly within the framework of the "Merdeka Belajar" (Freedom to Learn) policy initiative that emphasizes teacher autonomy and innovation (Hunaepi & Suharta, 2024). The quality of elementary education significantly influences students' academic trajectories and lifelong learning capacities, making teacher effectiveness a critical determinant of educational outcomes (Kyriakides & Creemers, 2008). However, Indonesian elementary education faces multifaceted challenges, including resource constraints, diverse student needs, geographical disparities, and increasing demands for pedagogical innovation in response to digital transformation, necessitating comprehensive approaches to teacher development and institutional strengthening (Norman et al., 2025).

Within this complex educational landscape, Organizational Citizenship Behavior (OCB) emerges as a crucial construct for enhancing school effectiveness beyond formal role requirements (Somech & Oplatka, 2014). Originally conceptualized by Organ (1988) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization," OCB encompasses voluntary, extra-role behaviors including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988). For elementary school teachers, OCB manifests through collaborative lesson planning, mentoring junior colleagues, voluntarily participating in school improvement initiatives, demonstrating commitment to student welfare beyond contractual obligations, and contributing to positive organizational climate (Nyoman & Prayito, 2024). Research consistently indicates that schools with higher levels of teacher OCB exhibit improved organizational performance, enhanced student achievement outcomes, greater adaptability to educational reforms, and reduced turnover rates, positioning OCB as a strategic focus for educational quality enhancement in developing educational systems (Erdogan et al., 2022).

The Indonesian educational context presents unique challenges for teacher OCB development (Hidayat & Patras, 2022). Public elementary school teachers, particularly in regions like Bogor Regency, confront substantial workloads combining instructional responsibilities, administrative duties, and community engagement expectations (Novianti & Rohmadi, 2025). Stress factors including large class sizes, limited instructional resources, bureaucratic demands, and evolving curriculum requirements potentially diminish teachers' capacity for discretionary citizenship behaviors (Maguate, 2024). Simultaneously, Indonesia's rich cultural heritage offers untapped resources for enhancing teacher motivation and organizational commitment through integration of local wisdom values (Dartini et al., 2025). The Sundanese cultural tradition, predominant in West Java including Bogor Regency, emphasizes principles of *Sauyunan* (mutual assistance, harmony, and collective responsibility) that align conceptually with OCB dimensions, suggesting potential synergies between cultural values and organizational behavior enhancement.

Despite growing recognition of OCB's importance, significant research gaps persist within Indonesian elementary education contexts (Puspitasari et al., 2025). Existing studies predominantly examine singular relationships between leadership styles and OCB, overlooking the complex interplay of organizational, psychological, and cultural factors (Khan et al., 2020). Few investigations integrate servant leadership principles with stress management strategies within educational settings, despite theoretical connections between supportive leadership and reduced occupational stress (Kim et al., 2024). The potential mediating role of self-efficacy in translating leadership support into citizenship behaviors remains underexplored in teacher populations (Ullah et al., 2021). Moreover, the integration of local cultural elements like *Sauyunan* values into OCB theoretical frameworks represents a substantial gap in cross-cultural educational management literature (Junaid et al., 2025). Comprehensive methodologies that simultaneously assess multiple influencing factors while developing practical intervention strategies are notably absent from current research (Minary et al., 2019).

This study addresses these gaps by employing the POP-SDM (Pemodelan dan Optimasi Penguatan Sumber Daya Manajemen/Modeling and Optimization of Human Resource Strengthening) methodology, an integrative approach combining qualitative



exploration, quantitative analysis, and strategic intervention development. Grounded in systems theory, strategic management principles, and action research traditions, POP-SDM provides a comprehensive framework for examining complex organizational phenomena through multiple analytical lenses (Setyaningsih et al., 2021). The methodology enables simultaneous assessment of servant leadership's influence on OCB, stress management's mediating role, self-efficacy's motivational effects, Sauyunan local wisdom's cultural contributions, and work ethic's behavioral foundations (Damanhuri et al., 2025). Through Structural Equation Modeling (SEM) analysis and SITOREM (Simple Technique for Optimization and Resource Management) strategic planning, POP-SDM offers holistic insights into teacher citizenship behavior dynamics while generating evidence-based improvement strategies.

The primary objectives of this research are: (1) to examine the multivariate relationships between servant leadership, stress management, self-efficacy, Sauyunan local wisdom, work ethic, and OCB among public elementary school teachers in Bogor Regency; (2) to identify mediating and moderating mechanisms through which these factors influence OCB development; (3) to develop culturally-grounded, evidence-based strategies for enhancing teacher citizenship behavior using SITOREM optimization analysis; and (4) to contribute theoretically-integrated frameworks for educational management that bridge Western organizational behavior concepts with Indonesian cultural contexts. This study's significance extends across multiple domains: practically, it offers actionable strategies for school administrators seeking to enhance teacher performance and school effectiveness; theoretically, it advances understanding of OCB determinants in non-Western educational settings; methodologically, it demonstrates the utility of integrative approaches like POP-SDM for complex educational research; and culturally, it validates the relevance of local wisdom traditions in contemporary educational management practices.

This article presents findings from a comprehensive investigation conducted with public elementary school teachers in Bogor Regency, Indonesia. The research employs a sequential mixed-methods design, beginning with qualitative exploration to identify contextual factors influencing OCB, followed by quantitative survey administration to 280 teachers across 35 schools, and concluding with SITOREM-based strategy development. Analysis utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypothesized relationships among study variables. The subsequent sections detail the research methodology, present statistical findings, discuss theoretical and practical implications, and conclude with evidence-based recommendations for enhancing teacher citizenship behavior in Indonesian elementary education contexts.

25 SEARCH METHOD

Research Design and Approach

This study employs a sequential explanatory mixed-methods design within the POP-SDM (Modeling and Optimization of Human Resource Strengthening) methodological framework (Anawati et al., 2025). The research integrates qualitative exploration with quantitative analysis to develop comprehensive understanding of Organizational Citizenship Behavior (OCB) determinants among public elementary school teachers (Khajoei et al., 2024). The POP-SDM approach emphasizes systematic modeling of complex organizational phenomena through four sequential phases: preliminary investigation, qualitative exploration, quantitative measurement, and strategic

intervention development using SITOREM (Simple Technique for Optimization and Resource Management) (Desianti, 2022).

Population and Sampling

The research population comprises 20 public elementary school teachers (PNS) in Bogor Regency, West Java, Indonesia. A multi-stage sampling technique was employed to ensure representative selection. The first stage involved purposive selection of 35 elementary schools across different sub-districts to capture geographical diversity. The second stage utilized proportional stratified sampling based on teacher demographics including gender, teaching experience, and educational background. The final sample consisted of 280 teachers, representing approximately 15% of the target population, with a response rate of 92% achieved through structured follow-up procedures. Sample size adequacy was confirmed using G*Power analysis with effect size $f^2 = 0.15$, power $(1-\beta) = 0.95$, and $\alpha = 0.05$, yielding minimum required sample of 215 participants.

Research Variables and Measurement

The study examines six primary variables measured through validated instruments adapted to Indonesian educational contexts:

1. Organizational Citizenship Behavior (OCB) - Dependent variable measured using 24-item scale adapted from Podsakoff et al. (1990), encompassing five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue ($\alpha = 0.89$).
2. Servant Leadership - Independent variable assessed through 28-item instrument based on Liden et al. (2008), measuring seven dimensions: conceptual skills, empowerment, helping subordinates grow, putting subordinates first, behaving ethically, emotional healing, and creating value for community ($\alpha = 0.91$) (Liden et al., 2008).
3. Stress Management - Mediating variable evaluated using 20-item scale adapted from Cooper et al. (1988), covering cognitive, emotional, and behavioral stress coping strategies ($\alpha = 0.87$).
4. Self-Efficacy - Moderating variable measured with 10-item General Self-Efficacy Scale (Schwarzer & Jerusalem, 1995), assessing teachers' confidence in handling professional challenges ($\alpha = 0.85$).
5. Saayunan Local Wisdom - Cultural variable evaluated through 15-item instrument developed specifically for this study, measuring Sundanese values of mutual assistance, harmony, and collective responsibility ($\alpha = 0.82$).
6. Work Ethic - Control variable assessed using 12-item scale adapted from Miller et al. (2002), measuring professional commitment and diligence ($\alpha = 0.84$).

All instruments demonstrated satisfactory psychometric properties with Composite Reliability (CR) values exceeding 0.70 and Average Variance Extracted (AVE) values above 0.50, confirming construct validity.

Data Collection Procedures

Data collection occurred in three sequential phases from January to March 2025. The preliminary phase involved document analysis of school policies, teacher performance reports, and educational statistics to establish contextual understanding. The qualitative phase included semi-structured interviews with 15 key informants (school principals, senior teachers, education supervisors) using purposive sampling to identify OCB influencing factors. The quantitative phase employed structured questionnaires

distributed to 280 teachers across 35 schools, with data collection conducted during scheduled professional development sessions to ensure high response rates. Ethical considerations included informed consent procedures, confidentiality assurances, voluntary participation, and institutional approval from relevant educational authorities.

Data Analysis Techniques

Data analysis followed a multi-stage approach integrating qualitative and quantitative methods:

1. Qualitative Analysis: Interview transcripts were analyzed using thematic analysis with NVivo 12 software, following Braun and Clarke's (2006) six-phase approach to identify patterns and themes related to OCB determinants (Braun & Clarke, 2022).
2. Quantitative Analysis: Survey data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. Analysis proceeded through two stages: measurement model assessment evaluating reliability, convergent validity, and discriminant validity; and structural model assessment testing hypothesized relationships using bootstrapping with 5,000 resamples.
3. Mediation Analysis: The mediating role of stress management was tested using Preacher and Hayes' (2008) indirect effects approach with bias-corrected confidence intervals (Hayes et al., 2011).
4. Moderation Analysis: Interaction effects were examined using Henseler's (2017) product indicator approach for categorical moderators.
5. SITOREM Analysis: Strategic intervention development employed SITOREM methodology to prioritize improvement areas based on performance gaps and resource optimization principles.

Measurement Model Evaluation

The measurement model demonstrated satisfactory psychometric properties with all factor loadings exceeding 0.70 threshold (range: 0.72-0.89). Composite Reliability (CR) values ranged from 0.82 to 0.91, exceeding the recommended 0.70 threshold. Average Variance Extracted (AVE) values ranged from 0.51 to 0.65, all above the 0.50 minimum requirement. Discriminant validity was confirmed through Fornell-Larcker criterion with square roots of AVE values exceeding inter-construct correlations, and Heterotrait-Monotrait (HTMT) ratios all below 0.85 threshold.

Structural Model Assessment

The structural model was evaluated using R^2 values for endogenous variables, effect sizes (f^2), predictive relevance (Q^2), and goodness-of-fit indices. The model explained 68% of variance in OCB ($R^2 = 0.68$), indicating substantial explanatory power. Cross-validated redundancy Q^2 values were positive for all endogenous constructs, confirming model predictive relevance. Standardized root mean square residual (SRMR) value of 0.063 indicated acceptable model fit according to Hu and Bentler's (1999) criteria (Hu & Bentler, 1998).

Ethical Considerations

This study adhered to ethical research principles including voluntary participation with informed consent procedures, confidentiality protection through data anonymization, transparency in research objectives, right to withdraw without penalty, and institutional

review board approval. Data management followed secure protocols with encrypted storage and restricted access to protect participant privacy throughout research phases.

RESULTS AND DISCUSSION

Results

Descriptive Statistics and Demographic Profile

The study involved 280 public elementary school teachers from 35 schools across Bogor Regency, with a balanced gender distribution (58% female, 42% male). Teaching experience ranged from 3 to 35 years ($M = 14.7$, $SD = 8.3$), and educational qualifications included bachelor's degrees (65%), master's degrees (30%), and doctoral degrees (5%). Descriptive statistics for all research variables are presented in Table 1, showing mean scores, standard deviations, and internal consistency coefficients.

Table 1: Descriptive Statistics of Research Variables

Variable	Mean	SD	Min	Max	Cronbach's α
OCB	3.85	0.62	2.10	5.00	0.89
Servant Leadership	4.12	0.58	2.45	5.00	0.91
Stress Management	3.78	0.71	2.20	5.00	0.87
Self-Efficacy	4.05	0.64	2.50	5.00	0.85
Sauyunan	4.20	0.55	2.80	5.00	0.82
Work Ethic	4.15	0.60	2.60	5.00	0.84

Measurement Model Assessment

The measurement model demonstrated satisfactory psychometric properties. All factor loadings exceeded the 0.70 threshold (range: 0.72-0.89), confirming indicator reliability. Composite Reliability (CR) values ranged from 0.82 to 0.91, exceeding the recommended 0.70 threshold, while Average Variance Extracted (AVE) values ranged from 0.51 to 0.65, all above the 0.50 minimum requirement. Discriminant validity was confirmed through the Fornell-Larcker criterion, with square roots of AVE values for each construct exceeding its correlations with other constructs. Heterotrait-Monotrait (HTMT) ratios were all below the conservative 0.85 threshold, further supporting discriminant validity.

The structural model explained 68% of variance in Organizational Citizenship Behavior ($R^2 = 0.68$), indicating substantial explanatory power. Cross-validated redundancy Q^2 values were positive for all endogenous constructs ($Q^2_{OCB} = 0.42$), confirming the model's predictive relevance. The standardized root mean square residual (SRMR) value of 0.063 indicated acceptable model fit according to Hu and Bentler's (1999) criteria.

Path coefficient analysis revealed significant direct effects among research variables. Servant leadership demonstrated a strong positive effect on OCB ($\beta = 0.48$, $p < 0.001$), supporting Hypothesis 1. Stress management showed a moderate direct effect on OCB ($\beta = 0.32$, $p < 0.01$), confirming Hypothesis 2. Self-efficacy exhibited a significant positive influence on OCB ($\beta = 0.29$, $p < 0.01$), validating Hypothesis 3. Sauyunan local wisdom displayed the strongest cultural influence on OCB ($\beta = 0.52$, $p < 0.001$), supporting Hypothesis 4. Work ethic demonstrated a substantial effect on OCB ($\beta = 0.41$, $p < 0.001$), confirming Hypothesis 5.

Table 2: Direct Effects Analysis

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	Servant Leadership → OCB	0.48	8.76	<0.001	Supported
H2	Stress Management → OCB	0.32	5.43	<0.01	Supported
H3	Self-Efficacy → OCB	0.29	4.88	<0.01	Supported
H4	Sauyunan → OCB	0.52	9.12	<0.001	Supported
H5	Work Ethic → OCB	0.41	7.25	<0.001	Supported

The mediating role of stress management in the relationship between servant leadership and OCB was tested using Preacher and Hayes' (2008) bootstrapping approach. Results indicated a significant indirect effect ($\beta = 0.18$, $p < 0.01$), with a 95% bias-corrected confidence interval [0.09, 0.27] not including zero. This finding supports Hypothesis 6, confirming that stress management partially mediates the influence of servant leadership on OCB, accounting for approximately 37% of the total effect.

Interaction analysis revealed that self-efficacy moderates the relationship between stress management and OCB ($\beta = 0.21$, $p < 0.05$). Simple slope analysis demonstrated that the positive effect of stress management on OCB is stronger for teachers with high self-efficacy ($\beta = 0.45$, $p < 0.001$) compared to those with low self-efficacy ($\beta = 0.19$, $p < 0.05$). This supports Hypothesis 7, indicating that self-efficacy enhances the effectiveness of stress management strategies in promoting citizenship behaviors.

SITOREM Analysis Results

The SITOREM (Simple Technique for Optimization and Resource Management) analysis identified strategic intervention priorities for enhancing teacher OCB. Based on performance gap analysis and resource optimization principles, the following areas were prioritized:

- High Priority Interventions (Immediate Implementation):
 - Servant leadership training for school principals (Priority Score: 9.2/10)
 - Integration of Sauyunan values in school culture development (Priority Score: 8.8/10)
 - Stress management workshops for teachers (Priority Score: 8.5/10)
- Medium Priority Interventions (Short-term Development):
 - Self-efficacy enhancement programs (Priority Score: 7.6/10)
 - Work ethic reinforcement through incentive systems (Priority Score: 7.3/10)
 - Collaborative professional learning communities (Priority Score: 7.1/10)
- Low Priority Interventions (Long-term Strategic Planning):
 - Infrastructure improvement for stress reduction (Priority Score: 6.5/10)
 - Administrative workload optimization (Priority Score: 6.2/10)

Qualitative Findings Integration

Thematic analysis of interview data revealed three core themes influencing teacher OCB: (1) Leadership support as a foundational enabler of discretionary behaviors, (2) Cultural values of mutual assistance (Sauyunan) as intrinsic motivators, and (3) Organizational climate as a contextual facilitator. Participants emphasized that servant leadership behaviors such as empathy, empowerment, and ethical modeling created environments conducive to OCB expression. The Sauyunan tradition of gotong royong (mutual cooperation) was frequently cited as aligning naturally with OCB dimensions, suggesting cultural resonance between local values and organizational citizenship concepts.

The overall model demonstrated strong statistical properties with adequate fit indices: SRMR = 0.063, NFI = 0.91, RMS_theta = 0.12. Predictive validity assessment using PLSpredict indicated that the model outperformed the most naive benchmark for all indicators, confirming its robustness for explaining OCB variance in the studied population.

Analysis of demographic subgroup¹¹ revealed several noteworthy patterns. Female teachers reported slightly higher OCB scores ($M = 3.92$) compared to male teachers ($M = 3.76$), though this difference was not statistically significant ($p = 0.08$). Teachers with over 15 years of experience demonstrated significantly higher OCB levels ($M = 4.05$) than those with less experience ($M = 3.65$, $p < 0.01$). Educational qualification showed a positive correlation with OCB, with doctoral degree holders reporting the highest scores ($M = 4.28$).

Discussion

Interpretation of Key Findings³⁶

The strong positive relationship between servant leadership and Organizational Citizenship Behavior ($\beta = 0.48$, $p < 0.001$) aligns with established theoretical frameworks emphasizing leadership's pivotal role in fostering discretionary workplace behaviors. This finding corroborates research by Liden et al. (2014), who identified servant leadership as a significant predictor of OCB across various organizational contexts (Liden et al., 2008). The substantial effect size suggests that servant leadership behaviors including empathy, empowerment, and ethical modeling create psychological safety environments where teachers feel valued and supported, thereby increasing their willingness to engage in extra-role citizenship behaviors. This is particularly relevant in educational settings where hierarchical structures traditionally emphasize formal authority, suggesting that servant leadership approaches may offer more effective pathways for enhancing teacher engagement and organizational commitment.

The significant mediating role of stress management (indirect effect $\beta = 0.18$, $p < 0.01$) provides nuanced understanding of the mechanisms through which servant leadership influences OCB. This mediation effect accounts for approximately 37% of leadership's total impact on citizenship behaviors, indicating that a substantial portion²² of servant leadership's effectiveness operates through stress reduction pathways. This finding extends the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) by demonstrating that servant leadership functions as a key job resource that enables more effective stress management, which in turn facilitates OCB expression. The implication is that leadership interventions aimed at enhancing OCB should incorporate explicit stress management components to maximize effectiveness.

Cultural Context and Local Wisdom Integration

The exceptionally strong influence of Sauyunan local wisdom on OCB ($\beta = 0.52$, $p < 0.001$) represents a significant contribution to cross-cultural organizational behavior literature. This finding suggests that indigenous cultural values may provide powerful motivational foundations for citizenship behaviors that complement or even surpass Western-derived constructs. The Sauyunan tradition's emphasis on gotong royong (mutual cooperation), harmony, and collective responsibility appears to resonate deeply with OCB dimensions, particularly altruism and civic virtue. This cultural resonance may

explain why teachers in this study demonstrated relatively high baseline OCB scores ($M = 3.85$) despite reported resource constraints and workload challenges.

The integration of local wisdom into OCB theoretical frameworks addresses a critical gap in literature regarding culturally-grounded approaches to organizational behavior enhancement. Most existing OCB research originates from Western contexts and may not fully capture cultural dynamics in collectivist societies like Indonesia. The strong performance of Sauyunan as a predictor variable suggests that cultural values should be incorporated as central rather than peripheral elements in organizational behavior models within non-Western contexts. This finding supports calls by researchers such as Gelfand et al. (2017) for greater attention to cultural context in organizational psychology research.

Theoretical Implications

This study makes several important theoretical contributions. First, it validates the applicability of servant leadership theory within Indonesian educational contexts, extending research beyond corporate settings where most servant leadership studies have been conducted. The finding that servant leadership significantly predicts OCB among teachers supports the theoretical proposition that leadership approaches emphasizing service and empowerment are particularly effective in professional service organizations where intrinsic motivation plays a crucial role.

Second, the research advances understanding of stress management's role as a mediating mechanism in leadership-behavior relationships. While previous studies have examined stress as an outcome variable, this research demonstrates that stress management functions as a critical process variable through which leadership influences discretionary behaviors. This theoretical refinement suggests that leadership effectiveness models should incorporate stress management pathways alongside more traditional motivational mechanisms.

Third, the study contributes to emerging literature on indigenous management approaches by demonstrating the theoretical relevance of local wisdom traditions in contemporary organizational behavior frameworks. The strong predictive power of Sauyunan values suggests that cultural constructs may offer unique explanatory power beyond Western-derived variables, supporting theoretical pluralism in organizational research.

Practical Implications for Educational Management

The findings offer concrete guidance for school administrators and educational policymakers seeking to enhance teacher citizenship behaviors. Leadership development programs should prioritize servant leadership competencies, with particular emphasis on empathy, empowerment, and ethical decision-making. Given the strong relationship between servant leadership and OCB, investing in leadership training represents a high-impact strategy for improving school organizational climate and effectiveness.

Stress management interventions should be systematically integrated into teacher professional development programs. The mediating role of stress management suggests that reducing occupational stress can amplify the positive effects of supportive leadership on citizenship behaviors. Practical interventions might include mindfulness training, workload management strategies, and supportive supervision approaches that help teachers develop effective coping mechanisms.



Cultural integration strategies should leverage local wisdom traditions like Sauyunan to enhance teacher motivation and organizational commitment. Schools could incorporate Sauyunan values into their mission statements, recognition systems, and professional development activities. This culturally-grounded approach may be particularly effective in Indonesian contexts where traditional values remain influential in community life.

Comparative Analysis with Previous Research

The strength of relationships observed in this study exceeds many reported in previous OCB research. For example, the effect size for servant leadership on OCB ($\beta = 0.48$) is larger than the average effect size reported in meta-analyses by Hoch et al. (2018) ($\rho = 0.35$). This difference may reflect contextual factors specific to Indonesian educational settings, including cultural values that emphasize community and service. The integration of local wisdom constructs may also contribute to enhanced explanatory power compared to studies using exclusively Western-derived variables.

The mediation effect observed for stress management ($\beta = 0.18$) aligns with growing research on stress as a process variable in organizational behavior. However, the magnitude of this mediation effect appears stronger than in many previous studies, possibly reflecting the particularly stressful nature of teaching in resource-constrained educational environments. This suggests that stress management interventions may yield greater benefits in developing educational contexts compared to more resource-abundant settings.

Limitations and Methodological Considerations

Several limitations warrant consideration in interpreting these findings. The cross-sectional design, while providing valuable insights into relationships among variables, limits causal inference. Longitudinal studies could better examine how servant leadership, stress management, and OCB evolve over time and influence one another reciprocally.

The study's focus on public elementary schools in Bogor Regency, while providing rich contextual understanding, limits generalizability to other educational levels, regions, or types of schools. Future research should examine whether similar patterns exist in secondary education, private schools, or other geographical regions within Indonesia.

Measurement of Sauyunan local wisdom utilized a newly developed instrument, which although demonstrating satisfactory psychometric properties, would benefit from further validation across diverse populations. The cultural specificity of this construct also limits direct comparison with studies conducted in different cultural contexts.

Future Research Directions

Future research should examine the longitudinal dynamics of servant leadership, stress management, and OCB relationships. Panel studies could explore how these variables influence one another over time and identify critical intervention points for enhancing teacher citizenship behaviors.

Comparative studies across different cultural contexts would help determine whether the strong influence of local wisdom observed in this study represents a generalizable phenomenon or is specific to Indonesian cultural settings. Cross-cultural research could also identify universal versus culture-specific pathways to OCB enhancement.

Experimental research testing specific intervention strategies based on SITOREM prioritization would provide valuable evidence regarding practical effectiveness. Randomized controlled trials could evaluate servant leadership training, stress management programs, and cultural integration approaches to determine optimal combinations for improving teacher OCB.

Integration of additional variables such as organizational justice, psychological capital, and community engagement could enhance understanding of OCB determinants in educational settings. Multilevel modeling approaches examining individual, school, and community factors would provide more comprehensive theoretical frameworks.

CONCLUSION

Fundamental Finding This study demonstrates that servant leadership significantly enhances Organizational Citizenship Behavior among Indonesian elementary school teachers, with stress management serving as a crucial mediating mechanism. The strong influence of Sauyunan local wisdom highlights cultural context's importance in teacher motivation. **Implication** Educational administrators should prioritize servant leadership development and integrate stress management strategies into teacher professional development programs. Cultural integration of local wisdom values offers effective pathways for enhancing teacher engagement and school effectiveness. **Limitation** Cross-sectional design limits causal inference, while focus on Bogor Regency restricts generalizability. Measurement of Sauyunan requires further validation across diverse populations. **Future Research** Longitudinal studies examining dynamic relationships and comparative research across different regions would enhance understanding of teacher citizenship behavior determinants in Indonesian educational contexts.

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***Arisanti Muara Kasih (Corresponding Author)**

Universitas Pakuan,
Jl. Pakuan, RT.02/RW.06, Tegallega, Kecamatan Bogor Tengah, Jawa Barat 16129, Indonesia
Email: arisantimuarakasih@gmail.com

Sri Setyaningsih

Universitas Pakuan,
Jl. Pakuan, RT.02/RW.06, Tegallega, Kecamatan Bogor Tengah, Jawa Barat 16129, Indonesia
Email: sri.setyaningsih@unpak.ac.id

Griet Helena Laihad

Universitas Pakuan,
Jl. Pakuan, RT.02/RW.06, Tegallega, Kecamatan Bogor Tengah, Jawa Barat 16129, Indonesia
Email: griet.helena.laihad@unpak.ac.id

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