

DETERMINATION OF ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH TRUST MEDIATION IN THE HOTEL BUSINESS IN SERANG CITY, BANTEN

Ika Pratiwi^{1*}, Nancy Yusnita², Hamzah³

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

Corresponding author Email : ikapratiwix0s@gmail.com

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Abstract

Employees are an important part of the sustainability of the hotel business. However, in Serang City, which is one of the provinces with quite diverse tourist destinations, it is not supported by quality human resources so that businesses in this field are less developed. The purpose of this study is to determine the effect of climate organization on OCB; determine the effect of servant leadership on OCB; determine the effect of trust on OCB; determine the effect of climate organization on trust; determine the effect of servant leadership on trust; determine the effect of servant leadership on trust; determine the effect of climate organization and on OCB through trust; and determine the effect of servant leadership and on OCB through trust. This study uses a quantitative approach. The data used are primary and secondary data, primary data obtained from the results of questionnaires and interviews while secondary data obtained from scientific notes, journals and reports. Data analysis using SEM-PLS. SEM-PLS results show that climate organization, servant leadership and trust have an effect on OCB. Other results are also explained in this study and the limitations of the research will be explained thoroughly.

Keywords: *Hotel, organization and tourist destination.*

I. INTRODUCTION

In Indonesia, the hospitality industry is one of the main sectors in the national economy. According to data from the Central Statistics Agency (BPS), the number of foreign tourist visits to Indonesia reached 16.1 million people in 2019, an increase of 1.88% compared to the previous year (BPS, 2020). This sector contributed around 4.5% of Indonesia's total Gross Domestic Product (GDP) in 2019 (Kemenparekraf, 2020). However, the hospitality industry in Indonesia also faces challenges in terms of the quality of human resources. According to a report from the Indonesian Hotel and Restaurant Association (PHRI), there is a shortage of skilled workers in this sector, especially in the service and management fields (PHRI, 2018). The lack of OCB among hotel employees can contribute to this problem, hampering efforts to provide high-quality service to guests. Therefore, improving employee OCB is a top priority for the Indonesian hospitality industry.

Banten Province, with its strategic location and rich cultural heritage, has great potential in the tourism and hospitality industry. However, this sector is still not fully developed in this area. According to data from the Banten Provincial Tourism Office, the number of tourist visits to Banten only reached 5.8 million people in 2019, far below its true potential (Disparbud Banten, 2020). One factor that may contribute to the underdevelopment of the hospitality industry in Banten is the quality of human resources in this sector. In 2021, the number of hotels was 453, 126 of which were in the Star Hotel category and the remaining 327 were in the Non-Star Hotel category (Nesparada, 2022). With a small number compared to non-Star hotels, and the trend of decreasing occupancy in star hotels and increasing trends in non-Star hotels, Star Hotels must be able to compete to get visitors, of course by providing extra services so that visitors are comfortable and satisfied even though they have to pay more. To be able to create satisfied and comfortable visitors, it requires employees who have good performance, of course in terms of service.

According to a survey conducted by the Association of Hotel and Restaurant Entrepreneurs (APHRI) of Serang City, many hotel employees in this area tend to be less proactive, less cooperative, and less willing to carry out tasks outside their formal responsibilities (APHRI Serang City, 2019). This indicates a low level of Organizational Citizenship Behavior (OCB) among hotel employees in Serang City. The lack of Organizational Citizenship Behavior (OCB) among hotel employees in Serang City can have a negative impact on service quality and customer satisfaction. According to data from the Indonesian Consumers Foundation (YLKI) of Banten

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Province, the number of complaints from hotel guests in Serang City increased by 15% in 2019 compared to the previous year (YLKI Banten, 2020). These complaints were mostly related to the unfriendly and unresponsive attitudes of hotel employees. The problem of low Organizational Citizenship Behavior (OCB) of employees in the Serang City hotel industry can be caused by several factors, such as lack of employee training and development, lack of support from management, and low levels of job satisfaction. According to a survey conducted by the Serang City Manpower Office, most hotel employees in this area feel underappreciated and underappreciated for their organizational citizenship behavior (Serang City Manpower Office, 2019).

Given the importance of Organizational Citizenship Behavior (OCB) in improving the quality of service and competitiveness of the hospitality industry, efforts need to be made to improve the Organizational Citizenship Behavior (OCB) of employees in hotels in Serang City. This can be done through various strategies, such as employee training and development, improving the reward and incentive system, and creating a conducive work environment for the growth of Organizational Citizenship Behavior (OCB). By improving the Organizational Citizenship Behavior (OCB) of employees, hotels in Serang City can improve their service quality, build a better reputation, and attract more tourists to the area. This in turn will encourage the growth of the tourism and hospitality industry in Serang City, which can provide economic benefits to the local community. Research on strategies to improve the Organizational Citizenship Behavior (OCB) of employees in the hospitality industry in Serang City is very important and relevant. This research can provide valuable insights for stakeholders in this sector, such as hotel owners, managers, and local governments, in an effort to improve the competitiveness and sustainability of the hospitality industry in Serang City.

One of the important things that drives the need for research is the high level of tardiness and data on absences without permission of permanent employees of starred hotels in Serang city in the last two years, namely 2021-2022. This phenomenon tends to increase per month. This is thought to be caused by low Organizational Citizenship Behavior (OCB) among hotel employees. Organizational Citizenship Behavior (OCB) refers to positive employee behavior that goes beyond their formal responsibilities, such as helping coworkers, maintaining a clean and orderly work environment, and providing services that exceed customer expectations. Low Organizational Citizenship Behavior (OCB) can cause employees to be less motivated to be on time or even absent at all for no apparent reason. This can certainly disrupt hotel operations and reduce the quality of service provided to guests.

In 2021, the average tardiness rate reached 8.5% per month, while the unauthorized absence rate reached 5.2% per month. These figures even increased in 2022, with an average tardiness rate of 9.7% and an unauthorized absence rate of 6.4% per month. Tardiness and unauthorized absence can be considered as forms of behavior that are contrary to Organizational Citizenship Behavior (OCB), which emphasizes discipline, responsibility, and a willingness to contribute more to the organization. If this is allowed to continue, it can have a negative impact on overall hotel performance, such as decreased productivity, poor service quality, and ultimately decreased customer satisfaction and loyalty. The objectives of this study are to determine the effect of organizational climate on OCB; to determine the effect of servant leadership on OCB; to determine the effect of trust on OCB; to determine the effect of organizational climate on trust; to determine the effect of servant leadership on trust; to determine the effect of servant leadership on trust; to determine the effect of climate organization and on OCB through trust; and to determine the effect of servant leadership and on OCB through trust.

RESEARCH METHODOLOGY

This research was conducted in Serang City, Banten Province, consisting of eleven hotels with 2-Star, 3-Star and 4-Star hotel classifications with a research period of 9 (nine) months starting from November 2023 to July 2024. The research was conducted on all permanent employees of star-rated hotels spread across Serang City, Banten Province with a sampling technique using the purposive sampling method. The research methodology uses a mixed method qualitative and quantitative approach. The data used in this study are primary and secondary data. Primary data was obtained from selected respondents directly through questionnaires, interviews and FGDs with a technique SEM causality analysis is used to analyze Organizational Climate, OCB and Trust as mediating variables. In this study, several tests were carried out in The structural model used in the research is shown in Figure 1, with the hypotheses shown in Table 1.

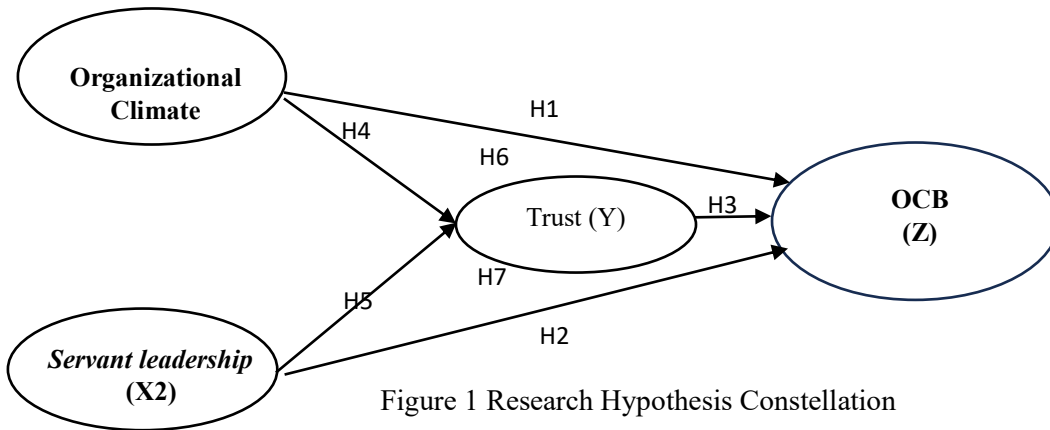


Figure 1 Research Hypothesis Constellation

Hypothesis

- H1 :Organizational Climate influences OCB
- H2 :Servant Leadership influences OCB
- H3 :Trust influences OCB
- H4 :Organizational Climate influences Trust
- H5 :Servant Leadership influences Trust
- H6 :Organizational Climate influences OCB through Trust
- H7 :Servant Leadership influences OCB through Trust

Results and Discussion

Measurement Model Analysis Results

Convergent Validity Test

This study consists of the variables of organizational climate, servant leadership, trust and OCB as explained in the SEM calculation results in Figure 4.4 below.

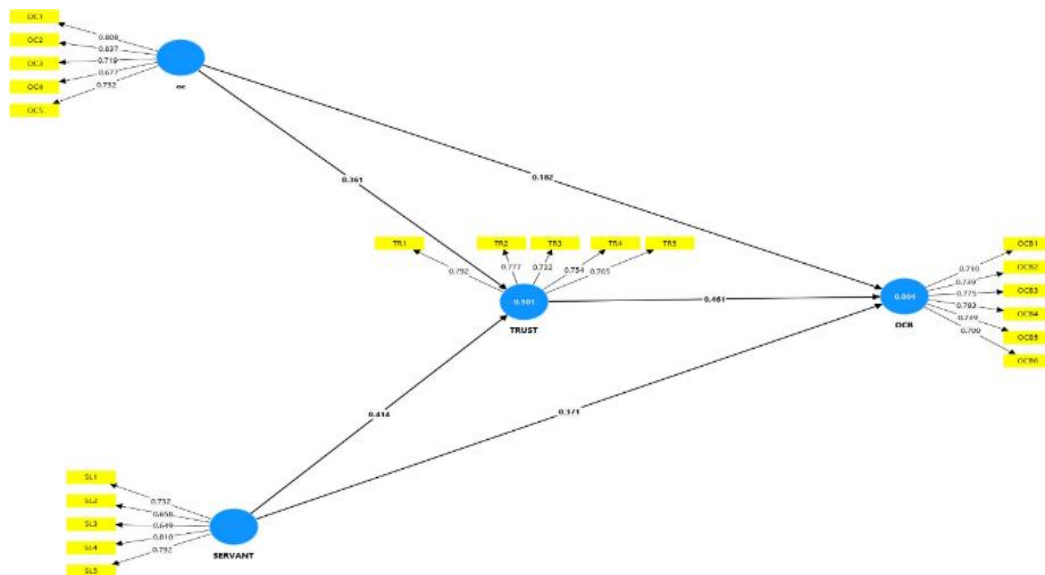


Figure 2 SEM Output (Standardized Solution)

For the next analysis, invalid indicators and items were removed from the model. Then the analysis was carried out again until all valid indicators and items were obtained (loading > 0.5). A loading factor value of 0.50 or more is considered to have sufficient validity to explain the latent construct (Hair et al., 2010). A loading factor value between 0.5 and 0.6 is also considered reasonable (Yamin and Kurniawan, 2011). Because the loading factors of the research indicators have values above 0.5, the loading factors have met convergent validity, as shown in the output results of Table 2.

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Table 1 Loading values for all constructs

Latent Variables	Indicator	Loading Value	Information
<i>Organization Climate</i>			
	OC1	0.808	Meet convergent validity
	OC2	0.837	Meet convergent validity
	OC3	0.719	Meet convergent validity
	OC4	0.677	Does not meet convergent validity
	OC5	0.752	Meet convergent validity
<i>Servant leadership</i>			
	SL1	0.732	Meet convergent validity
	SL2	0.658	Does not meet convergent validity
	SL3	0.649	Does not meet convergent validity
	SL4	0.810	Meet convergent validity
	SL5	0.792	Meet convergent validity
<i>Trust</i>			
	TR1	0.792	Meet convergent validity
	TR2	0.777	Meet convergent validity
	TR3	0.732	Meet convergent validity
	TR4	0.754	Meet convergent validity
	TR5	0.765	Meet convergent validity
<i>OCB</i>			
	OCB1	0.710	Meet convergent validity
	OCB2	0.739	Meet convergent validity
	OCB3	0.775	Meet convergent validity
	OCB4	0.783	Meet convergent validity
	OCB5	0.739	Meet convergent validity
	OCB6	0.700	Does not meet convergent validity

Source: SEM PLS Data Processing Results (2024)

Reliability Test

The results of the analysis in Table 3 show that the AVE value of the construct used is more than 0.50 and the Composite Reliability value of the construct used is more than 0.7. Thus, all variables can be stated to have high reliability.

Table 2 SEM Algorithm Output

Variables	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted(AVE)	Information
OCB	0.836	0.838	0.880	0.550	Reliable
<i>Servant leadership</i>	0.779	0.781	0.851	0.535	Reliable
<i>Trust</i>	0.822	0.822	0.875	0.584	Reliable
Organization Climate	0.816	0.826	0.872	0.579	Reliable

Source: SEM PLS Data Processing Results (2024)

Discriminant Validity Test

The condition for determining cross loading is if the correlation coefficient value is above each construct value when compared with the indicator relationship coefficient number in the other construct column, so that it can be concluded that each indicator in the block is a component of the construct in that column (Haryono 2017).

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Table 3 Cross loading

	<i>Organizational Citizenship Behavior</i>	<i>Servant leadership</i>	<i>Trust</i>	Organizational Climate
OC1	0.557	0.511	0.492	0.808
OC2	0.647	0.582	0.574	0.837
OC3	0.524	0.458	0.457	0.719
OC4	0.522	0.525	0.448	0.677
OC5	0.477	0.441	0.432	0.752
OCB1	0.710	0.549	0.534	0.547
OCB2	0.739	0.605	0.625	0.550
OCB3	0.775	0.682	0.646	0.538
OCB4	0.783	0.595	0.606	0.573
OCB5	0.739	0.530	0.635	0.507
OCB6	0.700	0.560	0.596	0.500
SL1	0.509	0.732	0.441	0.444
SL2	0.555	0.658	0.457	0.502
SL3	0.619	0.649	0.506	0.479
SL4	0.632	0.810	0.520	0.504
SL5	0.560	0.792	0.448	0.492
TR1	0.621	0.475	0.792	0.450
TR2	0.635	0.529	0.777	0.499
TR3	0.557	0.511	0.492	0.808
TR4	0.647	0.582	0.574	0.837
TR5	0.524	0.458	0.457	0.719

Source: SEM PLS Data Processing Results (2024)

Table 3 shows that the loading value of each indicator item on its construct is greater than its cross loading value. Thus, it can be concluded that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than in other blocks.

Formative Model Measurement

Variables in a formative block must be tested for multicollinearity. Testing whether or not multicollinearity occurs between indicators in a formative block uses the VIF value. If the VIF value > 10, there is collinearity between indicators in one formative block so that the VIF value must be below 10 to indicate that there is no collinearity problem.

Table 4 VIF Values

Variables	VIF	Variables	VIF
Organizational Climate		<i>Trust</i>	2,949
OC1	2.023	TR1	1.925
OC2	2,038	TR2	1,755
OC3	1.455	TR3	1,487
OC4	1,357	TR4	1,609
OC5	1,652	TR5	1,697
<i>Servant leadership</i>		OCB	
SL1	1,557	OCB1	1,525
SL2	1.293	OCB2	1.618
SL3	1.227	OCB3	1,714
SL4	1,825	OCB4	1,825
SL5	1,829	OCB5	1,599
		OCB6	1,466

Source: SEM PLS Data Processing Results (2024)

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Inner Model Evaluation (Structural Model)

The inner model test is conducted with the aim of seeing whether the relationship between latent variables, namely exogenous and endogenous constructs, is able to provide answers to questions regarding the relationship between latent variables that have been hypothesized previously. This inner model test or structural test is seen from three types of values in the Smart PLS data processing that was carried out previously, namely by looking at the R Square value, Prediction Relevance (Q2) and the Goodness of Fit (Gof) value. The following are the results of the inner model test for R-square.

Table 5 R-square values

Variables	R-square	R-square adjusted
OCB	0.804	0.802
Trust	0.501	0.497

The R-square value of the model is then compared with the AVE root value which can be seen in the Fornell-Larcker table (Table 7). The AVE root score of each variable is greater than its R-square value (Hair et al. 2010). This means that the AVE root score has met the requirements so that the model reliability is met. The Adjusted R-square value for each variable has been at a value above 0.2 which is considered high in the discipline. The R-square value is then compared with the AVE root value which can be seen in the Fornell-Larcker table.

Table 6 Fornell-larcker criterion values

Variables	OCB	<i>Servant leadership</i>	<i>Trust</i>	Organizational Climate
OCB	0.742			
<i>Servant leadership</i>	0.794	0.731		
<i>Trust</i>	0.820	0.654	0.764	
Organization Climate	0.722	0.666	0.636	0.761

In f^2 is used to find out whether the endogenous latent variable is strongly influenced or not by the exogenous latent variable. If the f^2 number produces a value of 0.02 then the influence is small, a value of 0.15 is medium and a value of 0.35 then the influence of the exogenous latent variable is stated to be large (Ghozali and Latan, 2015). The output results of f^2 are in Table 8.

Table 7 Results of f square values

Variables	OCB	<i>Servant leadership</i>	<i>Trust</i>	Organizational Climate
OCB				
<i>Servant leadership</i>	0.328		0.191	
<i>Trust</i>	0.542			
Organization Climate	0.082		0.145	

• Predictive Relevance(Q2)

Q2, known as Stone-Geisser, is intended to explain the model's predictive capability if the value is above 0. This value is obtained using the formula (Hussein, 2015):

$$Q2 = 1 - (1 - R1^2)(1 - R2^2) \dots (1 - Rn^2)$$

Where $R1^2$, $R2^2$, ... Rn^2 are the R-square of exogenous variables in the equation model. If $Q2 > 0$ indicates the model has predictive relevance and if the value of $Q2 < 0$ indicates that the model lacks predictive relevance (Ghozali and Latan, 2015). Based on this formula, the calculation for Q2 is $1 - (1 - 0.804)(1 - 0.501)$, the result is 0.4588. Thus it is concluded that it has predictive relevance. This statement also means that exogenous latent variables are good as latent variables that are able to explain endogenous variables in the model.

Hypothesis Testing

In PLS, testing of each relationship is done using simulation with the Bootstrapping method on the sample. This test aims to minimize the problem of abnormality of research data. The results of testing with the Bootstrapping method from the PLS analysis are shown in Figure 3.

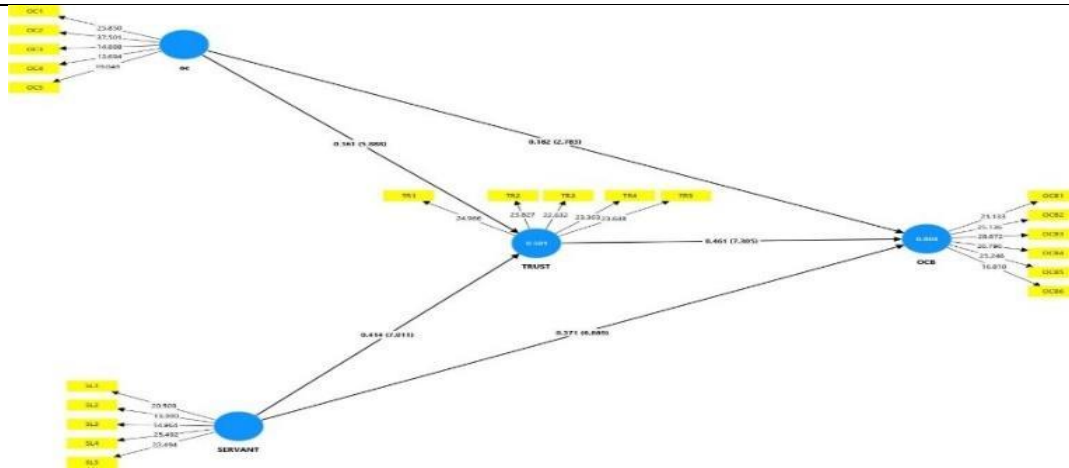


Figure 3 Bootstrapping output (t-value)

Based on the results of SEM-PLS analysis using Smart PLS 4.0 as seen in Figures 2 and 3, it implicitly explains the direct effect, indirect effect, specific indirect effect, and total effect. The detailed description is explained as follows.

Direct effect

Table 8 shows that the direct relationship between the latent variables that are formative in nature are all significant (t-statistic > 1.96 or with a p-value < 0.05), with the respective path coefficient values.

Table 8 Path coefficient values of direct influence on latent variables

Direct Influence	Original sample (O)	T Statistics (O/STDEV)	P Values
SL -> OCB	0.371	6,869	0.000
SL -> Trust	0.414	7.011	0.000
Trust-> OCB	0.461	7.305	0.000
OC -> OCB	0.182	2,783	0.000
OC -> Trust	0.361	5,888	0.000

The structural equation model for organizational climate, servant leadership, trust and OCB is:

$$OCB = 0.371 * SL + 0.461 * Trust + 0.182 * OC + \epsilon \dots\dots\dots(1)$$

$$Trust = 0.414 * SL + 0.361 * OC + \epsilon \dots\dots\dots(2)$$

Indirect effect

Table 9 shows that the indirect relationships between latent variables that are formative are all significant (t-statistic > 1.96 or P-value < 0.05), with their respective path coefficient values.

Table 9 Path coefficient values of indirect relationships on latent variables

Indirect Influence	Original sample (O)	T statistics (O/STDEV)	P values
SL -> Trust -> OCB	0.191	5.032	0.000
OC -> Trust -> OCB	0.166	5.422	0.000

The structural equation model for OCB is:

$$OCB = 0.191 * SL + 0.166 * OC + \epsilon \dots\dots\dots (3)$$

Specific indirect effect

In Table 10, it is known that the specific relationships between latent variables that are formative are all significant (t-statistic > 1.96), with their respective path coefficient values.

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Table 10 Path coefficient values of specific indirect relationships on latent variables

Specific Relationships	Original sample (O)	T statistics (O/STDEV)	P values
OC -> TRUST -> OCB	0.166	5.422	0.000
SL -> TRUST -> OCB	0.191	5.032	0.000

The structural equation model for OCB is:

$$OCB = 0.166 * OC * Trust + 0.191 * SL * Trust + \epsilon \dots\dots\dots(4)$$

Overall Influence (Total Effect).

Based on the results of the analysis of the overall influence (total effect) of exogenous variables on endogenous variables, it is shown that the highest total influence is on the influence of the Servant leadership variable of 0.562, followed by the influence of the Trust variable. to OCB is 0.461 and OC to OCB is 0.346. This shows how much Servant leadership has a big influence on employee OCB. The higher the service provided by the leader, the better the atmosphere in the company will be. The total influence of each variable is explained in Table 11

Table 11 Path coefficient values for the total effect on latent variables

Connection/ Direct Influence	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SL -> OCB	0.562	0.555	0.054	10,409	0.000
SL -> TRUST	0.414	0.406	0.059	7.011	0.000
TRUST-> OCB	0.461	0.463	0.063	7.305	0.000
OC -> OCB	0.348	0.354	0.063	5,534	0.000
OC -> TRUST	0.361	0.369	0.061	5,888	0.000

The significance of the prediction model in testing the structural model can be seen from the t-statistic value of the independent variable on the dependent variable, as well as the direct influence value (path coefficient) in Table 12. The table shows the results of testing the structural model hypothesis in the study. Based on the results of the hypothesis testing, it is known that the seven hypotheses are accepted.

Table 12 Results of hypothesis testing

Hypothesis	Path (Relationship)	T-value 5% (≥1.96)	Influence		Hypothesis Conclusion
			Direct	Total	
H1	OC -> OCB	2,783	0.371	0.371	Accepted
H2	SL -> OCB	6,869	0.414	0.414	Accepted
H3	TRUST-> OCB	7.305	0.461	0.461	Accepted
H4	OC -> TRUST	5,888	0.182	0.182	Accepted
H5	SL -> TRUST	7.011	0.361	0.361	Accepted
H6	OC -> TRUST -> OCB	5.422	0.166	0.166	Accepted
H7	SL -> TRUST -> OCB	5.032	0.191	0.191	Accepted

The results of testing each research hypothesis are explained in the following discussion. Discussion of test results and research findings are explained based on the results of descriptive analysis and verification results which are then compared with theories and previous research results.

Hypothesis 1: Organizational climate has an effect on OCB.

The results of the analysis show that organizational climate can influence OCB with a t-value of 2.783 > 1.96 so it can be concluded that Hypothesis 1 is accepted, which means that every one unit increase in organizational climate can increase OCB by 0.371 units. The results of this study are supported by previous research (Wardono et al 2022). A conducive organizational climate can increase OCB. Organizational climate is important in creating a comfortable, safe and happy atmosphere in the company so that employees feel happy and peaceful in doing various jobs.

Ismail et al (2024) stated that to encourage a positive organizational climate characterized by supportive leadership, effective communication, and opportunities for employee involvement. Organizations can empower employees to demonstrate higher levels of OCB and contribute to the overall success of the organization. Organizational climate plays a very important role in influencing OCB behavior among employees. When organizational climate creates a supportive, fair, and communicative environment, employees will feel more valued, motivated, and engaged. This encourages employees to demonstrate higher OCB, which in turn can improve the overall performance and effectiveness of the organization. Therefore, creating and maintaining a positive organizational climate is very important for management in order to promote behaviors that support long-term organizational success.

Hypothesis 2: Servant leadership has an effect on OCB

The results of the analysis show that servant leadership is able to influence OCB with a t-value of $6.869 > 1.96$ so it can be concluded that Hypothesis 2 is accepted. This means that every one unit increase in servant leadership can increase OCB by 0.414 units. The results of this study are in accordance with research conducted by Henilesta and Putranto (2024); Mathur & Negi (2014); Khaeruddin (2020). Employees often feel obligated to engage in OCB when they observe their leaders, especially supervisors, who show genuine concern and care (Elche et al., 2020; Eva et al., 2019). Thus, when servant leaders show genuine interest in employees' personal and professional growth, the leader is considered admirable and has integrity. This perception can cause employees to experience psychological pressure to reciprocate by engaging in OCB (Eva et al., 2019).

Servant leadership plays an important role in facilitating the emergence of Organizational Citizenship Behavior (OCB). Leaders who apply the principles of service to others, listening, empathy, and supporting employee personal development can create a positive work environment, which motivates employees to behave more cooperatively and proactively. Thus, Servant leadership not only has an impact on employee satisfaction and well-being, but can also encourage OCB behavior that supports the performance and success of the organization as a whole. Through an approach that places employees as the main focus and pays attention to their needs, servant leadership can create a conducive working atmosphere to increase OCB, which in turn will have a positive impact on organizational productivity and efficiency.

Hypothesis 3: Trust has an effect on OCB

The results of this study indicate that Trust can influence OCB with a t-value of $7.305 > 1.96$. With this value, it can be concluded that Hypothesis 3 is accepted, meaning that every one unit increase in leadership will increase empowerment by 0.461 units. Social exchange theory states that employee attitudes and behaviors depend on the level of trust and support received from the organization (George et al., 2020). The relationship between trust and OCB reflects a social exchange relationship. Trust creates a good working environment for organizations where employees exhibit more out-of-role behavior (Yang and Tsai, 2022). Believing that trust is built between members and the organization will have a positive impact on the organization and be more likely to exhibit OCB (Kim and Park, 2019). Meanwhile, Dai et al (2022) stated that employees who have full trust in the organization and their superiors, then the employees not only do their jobs well, but also do OCB.

Trust plays a vital role in encouraging Organizational Citizenship Behavior (OCB). Employees who feel they have trust in their leaders, coworkers, and the organization as a whole are more likely to engage in behaviors that benefit the organization. Trust increases commitment, intrinsic motivation, collaboration, and job satisfaction—all factors that drive OCB. Thus, creating an environment of trust not only improves relationships between individuals within an organization, but also has a positive impact on the organization's overall performance. It is important for organizations to build and maintain trust at all levels, both between managers and employees, and among coworkers, to encourage OCB that can strengthen the organization's competitiveness and effectiveness.

Hypothesis 4: Organizational climate influences trust

The results of this study found that organizational climate is able to influence trust with a t-value of $5.888 > 1.96$ so it can be concluded that Hypothesis 4 is accepted. This means that every one unit increase in organizational climate is able to increase trust by 0.182 units. The results of this study are in accordance with research conducted by Kusuma et al (2017). The authority and responsibility given by the company increase employee trust, as well as warm relationships within the company.

In addition, the rules and policies in the company will also affect the sense of trust. The rules that the company binds and applies to all members of the company without discrimination (Starnes, Truhon, McCarthy 2010) foster a sense of trust in the company. Another dimension in the company climate that influences the sense of trust is reward or appreciation, Ferrin and Dirks (2010) stated that with the existence of appreciation in the form of material or immaterial will increase the sense of trust between members of the organization.

Organizational climate plays a very important role in shaping and strengthening trust within an organization. When organizations create a climate that is fair, transparent, supports open communication, and values employee contributions, trust will develop at all levels of the organization. This trust, in turn, increases employee engagement, commitment, and prosocial behaviors, such as OCB, which can improve the overall performance of the organization. Therefore, to increase the level of trust in an organization, it is important for management to focus on developing a positive climate that supports fairness, effective communication, transparent leadership, and fair rewards for all employees.

Hypothesis 5: Servant leadership has an effect on Trust

Based on the research results, it is known that servant leadership has an influential role on trust with a t-value of $7.011 > 1.96$. The test results show that Hypothesis 5 is accepted. Every one unit increase in servant leadership will increase trust by 0.361 units. These results are in accordance with research conducted by Sihombing (2024); Keradjaan (2020); and Saleem et al., (2020). Trust in leaders is the most important outcome that is directly related to servant leadership. When compared to other leadership styles, servant leadership has been shown to have the greatest influence on trust in leaders (Qian et al., 2017).

Servant leadership closely related to followers' trust in their leaders (Burton et al., 2017; Chan & Mak, 2014; Chatbury & Beaty, 2011; Qian et al., 2017). Through quality relationships, leaders with servant leadership can increase followers' self-esteem and make followers feel positive about the leader and the organization (Seto & Sarros, 2016). Being encouraged to communicate freely with leaders allows for the formation of good relationships between leaders and followers. Consistent communication structures help followers feel like partners in the organization (Seto & Sarros, 2016). In addition, the feeling of having equal power helps followers develop self-confidence.

Servant leadership plays a vital role in building and strengthening trust in an organization. By prioritizing the interests of team members, communicating openly, providing empowerment, and acting with integrity, servant leaders create an environment where trust can thrive. High levels of trust, in turn, produce more productive, loyal, and innovative teams. Therefore, servant leadership is not only a good approach to leadership, but also the key to building lasting trust in an organization.

Hypothesis 6: Organizational climate influences OCB through Trust.

Based on the results of this study, organizational climate can influence OCB through trust with a t-value of $5.411 > 1.96$, so it can be concluded that Hypothesis 6 is accepted. This means that every increase in organizational climate by one unit will increase OCB through trust by 0.166 units. OCB is a voluntary behavior that is not directly recognized by the formal system of the organization but overall increases the effectiveness of the organization. A positive organizational climate can increase employee trust, which in turn can strengthen OCB. Trust plays an important role because when employees believe that the organization or its leaders have good intentions, employees are more likely to make extra efforts that are not explicitly required by the employee's work role.

These results are in accordance with research conducted by Hayfron et al., (2023) namely that trust mediates the causal relationship between HRD climate and OCB. In addition, in the long term, organizations that build trusting relationships with their employees encourage organizations to interact reciprocally by adopting OCB which has a positive impact on the organization itself (Amine, 2020). Meanwhile, Kim et al. (2022) highlighted that compared to organizations with lower trust, organizations with higher trust are more successful, adaptive, and innovative.

A supportive organizational climate creates the perception that the organization cares about employee welfare, thus strengthening trust. Based on social exchange theory, trust encourages employees to reciprocate positive organizational actions by contributing more (OCB). In addition, trust strengthens emotions and identification with the organization, which encourages voluntary behavior that is beneficial to the organization. (Amine 2020; Liang et al. 2023). A positive organizational climate plays an important role in forming a high level of trust among members of the organization. This trust is a key factor in triggering OCB behavior that directly contributes to organizational performance and harmony. Therefore, organizations that want to increase OCB must

create a climate that supports trust through fair managerial practices, open communication, supportive leadership, and a work environment that values collaboration and employee welfare.

Hypothesis 7: Servant leadership influences OCB through Trust

Based on the results of the analysis, it shows that servant leadership is able to influence OCB through trust, the t-value is $5.302 > 1.96$, so it can be concluded that Hypothesis 7 is accepted. This means that every one unit increase in servant leadership will increase OCB through trust by 0.191 units. According to the philosophy of Servant leadership, the main goal of a leader is to serve others. This type of leader focuses on the growth and welfare of people and the community in which they are located. Meanwhile, OCB refers to voluntary behavior carried out by employees that goes beyond job requirements and contributes to organizational effectiveness. In this relationship, trust is often seen as a mediating factor because employees tend to show more OCB when they trust their leaders. Servant leaders can build trust by focusing on employee support and development, which can result in better OCB because employees feel more committed and responsible for the success of their organization.

These results are in accordance with research conducted by Charim (2016). Servant leaders create a nurturing environment where followers feel comfortable communicating about their needs. In addition, servant leaders are considered more trustworthy because honesty and integrity are believed to be part of the core attributes. (Elche et al., 2020). Servant leadership plays a vital role in enhancing Organizational Citizenship Behavior (OCB) through building and maintaining trust within the organization. Servant leaders, with empathy, listening, empowering, and acting with integrity, are able to create a climate that facilitates trust among employees, between employees and leaders, and between employees and the organization. This trust in turn encourages employees to demonstrate OCB behaviors, which not only improve interpersonal relationships in the workplace but also contribute to the long-term performance and success of the organization. Therefore, servant leadership is not only an effective leadership style, but also a powerful strategy for promoting positive behaviors that benefit the organization as a whole. (Leever et al., 2020).

CONCLUSION

The results of empirical research on the model tested using Smart PLS software version 3.29 are as follows.

1. *Organizational Climate* has a positive and significant influence on trust in hotel employees in Serang City, Banten. These results support the previously constructed hypothesis.
2. *Servant leadership* has a positive and significant influence on trust in hotel employees in Serang City, Banten.
3. *Trust* has a positive and significant influence on Organizational Citizenship Behavior (OCB) of hotel employees in Serang City, Banten.
4. *Organizational climate* has a positive and significant influence on Organizational Citizenship Behavior (OCB) of hotel employees in Serang City, Banten.
5. *Servant leadership* has a positive and significant influence on Organizational Citizenship Behavior (OCB) of hotel employees in Serang City, Banten.
6. *Organizational climate* has an indirect influence on Organizational Citizenship Behavior (OCB) of hotel employees in Serang City, Banten through the trust variable.
7. *Servant leadership* has an indirect influence on Organizational Citizenship Behavior (OCB) of hotel employees in Serang City, Banten through the trust variable.

Implications

Based on the results of empirical research data analysis on the OCB improvement model of hotel employees in Serang City, Banten, which has produced several conclusions. Then it can also produce several implications, both theoretical implications and practical managerial implications for Hotel Top Management and for policy makers in the Hotel business sector in Serang City.

Theoretical Implications

1. The organizational climate and servant leadership variables have an influence of 50.10% on the trust variable. This result illustrates a moderate influence. This result shows that both variables can be predictors of the trust variable. So that with these two predictor variables, trust can be increased between employees and company management, which will have an impact on employee performance and quality. So that in the future, these variables are very worthy to be re-tested by developing other dimensions and indicators to get maximum results.

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2. The variables of organizational climate, servant leadership and trust have an influence of 80.04% on the OCB variable. These results illustrate the strong influence of the three variables. These results indicate that the three variables can be strong predictors if built together in a model. So that with the three predictor variables, the OCB variable can be increased which will ultimately be able to increase positive employee behavior. In the future, the three variables are very worthy to be tested again by developing other dimensions and indicators to get maximum results.
3. The results of the study showed that the trust variable was able to become a mediating variable by proving that hypothesis 6 and hypothesis 7 were accepted. However, the resulting influence was pseudo because the direct influence of the exogenous variable on OCB also had a significant influence. These results indicate that the model built using the mediating variable trust can be developed in the future for research related to organizational behavior.
4. The results of this study also have an impact on the theory used as a basis for research references where individual outcomes are influenced and can be proven by 3 parts, namely organizational mechanisms, group mechanisms and also individual characteristics through individual mechanisms. So that it can support the theory proposed by Colquitt et al (2019).

Practical Implications

Based on the results of testing and analysis of research data that produce conclusions, the managerial implications of the results of this study can be presented which can be used as guidelines for Top Management of the hotel sector in Serang City, Banten in an effort to strengthen, improve and increase positive and constructive OCB behavior, including:

1. Improving organizational climate by paying attention to the policy dimension as the most dominant dimension through improving decision-making standards based on input from all elements involved in the organization so as to be able to produce policies that have an impact on all stakeholders and are constructive for the organization itself.
2. Servant leadership improvement by considering the dimension of tolerance as the most dominant dimension through increasing tolerance and mutual respect between hotel employees, eliminating discrimination between employees and from top management towards their employees. So that it can increase tolerance and ultimately increase employee creativity.
3. Increasing trust by considering the dimension of trust in teamwork as the most dominant dimension. This can be improved through increasing group competence in the organization's common goals. Increasing open, honest communication between employees, and creating a work atmosphere that can support collaboration between employees.

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