

**THE EFFECT OF HUMBLE LEADERSHIP ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL MISBEHAVIOR: THE
MEDIATING ROLE OF WORK MOTIVATION (A STUDY AT GEBLEK PARI
KULON PROGO)**



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Abstract

This study investigates the impact of humble leadership on organizational citizenship behavior (OCB) and organizational misbehavior, with work motivation as a mediating variable. Conducted at the Geblek Pari Group, the research employed a quantitative approach involving 70 employees as participants. Data were collected through questionnaires using a five-point Likert scale and analyzed with SmartPLS. The results reveal that humble leadership has a positive and significant effect on both work motivation and OCB, while exerting a negative and significant effect on organizational misbehavior. Furthermore, work motivation is confirmed to mediate the relationship between humble leadership and the two behavioral outcomes. The findings suggest important managerial implications: organizations should strengthen humble and participatory leadership practices, particularly in acknowledging employees' small contributions, implement effective work monitoring systems, and foster a culture of voluntary engagement. These strategies are essential for reducing misbehavior and enhancing organizational effectiveness.

Keywords: Humble Leadership, Organizational Citizenship Behavior, Organizational Misbehavior, Work Motivation

INTRODUCTION

Indonesia is a country rich in tourism potential with captivating natural and cultural diversity. Each region in Indonesia has its own unique traditions, festivals, and cuisine, making it attractive to domestic and foreign tourists. Increasing the added value of the tourism sector is one of the Indonesian government's priorities to strengthen national economic resilience and create jobs, which ultimately contributes to the welfare of the community (Mun'im, 2022). The tourism sector in Indonesia, including in rural areas, provides opportunities for communities to be actively involved in the development of tourism villages that not only showcase natural and cultural wealth but also have a significant economic impact (Risidawati et al., 2020). The concept of authentic tourism villages, which offer unique experiences with relatively well-preserved culture and traditions, is growing rapidly in line with efforts by the government and industry players to promote culinary products and ecotourism destinations (Wisnubroto, 2024; Mulya, 2024).

Kulon Progo Regency in the Special Region of Yogyakarta is one of the areas that is interesting to study in this situation. Along with the construction of Yogyakarta International Airport (YIA), Kulon Progo is increasingly developing into a strategic tourist destination. The airport plays an important role in increasing the number of tourists coming to Kulon Progo, which also has an impact on the development of the tourism sector and SME in the region (Brahmanto, 2020). This growth can be seen from the increasing number of hotels, tourist villages, and small businesses that support tourism.

The development of SME requires effective leaders, namely leaders who play an important role in determining the direction and motivating employees to achieve organizational goals. Effective leaders who are able to inspire, provide guidance, and understand the needs of employees can improve the overall performance of the organization (Manurung and Komalasari, 2022). In this context, local culture also plays a crucial role in shaping the leadership style that is applied. The Special Region of Yogyakarta is closely related to Javanese culture, where values such as simplicity, politeness, and balance greatly influence the way leaders interact with employees. Javanese culture, which prioritizes harmony and humility, is very much in line with the concept of humble leadership, a leadership style that emphasizes the ability of leaders who are humble, open to learning, aware of the limitations of their team members, and prioritize their well-being tend to achieve project success (Kelemen et al., 2023).

Humble leadership is believed to influence employee motivation, which in turn can affect organizational performance. Humble leaders tend to create a supportive work environment that encourages employees to contribute beyond expectations, even beyond their job descriptions, known as organizational citizenship behavior. In addition, humble leadership can also reduce organizational misbehavior, where employees who feel valued and respected by their leaders are less likely to engage in behavior that is detrimental to the organization (Darmawan et al., 2021).

Resto Geblek Pari is one interesting example in Kulon Progo. Resto Geblek Pari has a traditional concept that attracts domestic and foreign tourists. As it developed, several business units were formed, such as Homestay Geblek Pari, Lamerie, Pari Boro Restaurant, Pari Klegung Restaurant, as well as Jeep and VW tour services. All of these units are hereinafter referred to as the Geblek Pari Group. The leader of the Geblek Pari Group plays

an important role in creating a supportive atmosphere for employees and visitors. This study aims to analyze the influence of humble leadership on organizational citizenship behavior and organizational misbehavior among Geblek Pari Group employees, as well as how work motivation mediates these relationships.

REVIEW OF LITERATURE

Humble Leadership

Sunarso (2022) explains that leadership is the ability to influence and direct individuals and groups to achieve a specific goal. According to Oyewobi (2022), the success of a group greatly depends on how a leader leads their subordinates or their leadership style. The application of an effective leadership style is very important for an organization to achieve its goals. One of the most popular leadership styles today is humble leadership. Owens and Hekman (2012) state that humble leadership emphasizes awareness, humility, and respect for followers. Humble leaders listen, value the contributions of team members, and acknowledge their limitations.

Organizational Citizenship Behavior

Organ et al. (2006) define organizational citizenship behavior as voluntary actions taken by individuals within an organization that cumulatively support the effectiveness of the organization; such behavior is not regulated by rules applied within the organization. Bustomi et al. (2020) add that organizational citizenship behavior (OCB) is voluntary behavior performed by individuals or employees beyond their job duties, without expecting rewards, to improve the efficiency and effectiveness of the organization. Organizational citizenship behavior encompasses more than just expected tasks, including actions that create a better work environment.

Organizational Misbehavior

Organizational misbehavior (OMB) is behavior that violates organizational norms and has the potential to harm the organization or individuals (Vardi and Wiener, 1996). Organizational misbehavior is deliberate action that contradicts organizational norms and expectations as well as core societal values. Vardi and Weitz (2004) divide OMB into three types of behavior. Type S (Self-Serving Behavior) is behavior that harms the organization for personal gain, such as altering data or stealing. Type O (Organization-Serving Behavior) is behavior that aims to benefit the organization but violates norms, such as falsifying records to win contracts. Meanwhile, Type D (Destructive Behavior) is behavior that deliberately damages the organization, either from within or outside, such as revenge or disrupting organizational operations for personal gain.

Work Motivation

According to Rezeki et al. (2021), work motivation is an internal drive that originates from an individual's biological, emotional, social, and cognitive factors, which influence their values, attitudes, and enthusiasm for working together effectively to achieve personal needs, organizational commitment, and company goals. Meanwhile, according to Filgona et al. (2020), motivation is an element that drives a person to act or master certain skills. Additionally, Ikhsan and Supartha (2023) added that employee performance will improve if there is work motivation within the organization.

Humble Leadership and Organizational Citizenship Behavior

Sholikhah (2021) argues in her research that quality of work life plays a role in improving organizational citizenship behavior, which in turn improves organizational performance. Adrian et al. (2023) also found that servant leadership, a leadership style similar to humble leadership, has a positive effect on OCB and employee performance. In addition, Mian et al. (2024) revealed a positive relationship between humble leadership and service-oriented OCB, which further strengthens the role of humble leadership in encouraging organizational citizenship behavior.

H1: Humble leadership has a positive effect on organizational citizenship behavior

Humble Leadership and Organizational Misbehavior

Abbas and Tariq (2023) found that servant leadership exerts a negative influence on workplace deviant behavior in the banking sector. Similarly, Yasir and Jan (2023) reported that servant leadership is negatively associated with workplace deviance, suggesting that higher levels of servant leadership correspond with lower levels of deviant behavior. In addition, Bian (2021) demonstrated that ethical leadership is negatively related to workplace deviance, indicating that stronger ethical leadership reduces the likelihood of deviant behavior within organizations.

H2: Humble leadership has a negative effect on organizational misbehavior.

Humble Leadership and Work Motivation

Kurniawan (2021) found that good leaders significantly influence work motivation. Good leaders can encourage employees to improve their performance. Zarkani and Lubis (2022) also argued that servant leadership, which has principles similar to humble leadership, has a positive impact on employee motivation to work. The higher the level of servant leadership, the higher the motivation of employees to work. In addition, research by Damayanti et al. (2024) shows that a leader's humble leadership increases work engagement.

H3: Humble leadership has a positive effect on work motivation.

Work Motivation and Organizational Citizenship Behavior

Sari (2021) research shows that work motivation affects the behavior of staff members at the Palangkaraya City Education Office. Dilla et al. (2023) found a similar relationship in their research at PT Rickino, and Nuryansyah et al. (2022) also confirmed the same relationship in their research at PT Eva Shanty Persada Abadi. The results show that work motivation plays a role in improving employee behavior within organizations.

H4: Work motivation has a positive effect on organizational citizenship behavior.

Work Motivation and Organizational Misbehavior

Widjaja et al. (2023) found that work motivation negatively affects deviant behavior, meaning that the higher the motivation, the lower the negative behavior. Dewangan and Verghese (2023) added in their study that the relationship between job satisfaction and deviant behavior in the workplace is inverse, meaning that an increase in job satisfaction can reduce deviant behavior. Research by Amin et al. (2021) shows that organizational commitment has a significant influence in reducing deviant behavior in the workplace. The findings show that when work motivation is high, it will reduce organizational deviant behavior.

H5: Work motivation has a negative effect on organizational misbehavior.

Humble Leadership Work Motivation and Organizational Citizenship Behavior

Leadership has been shown to significantly influence organizational citizenship behavior (OCB) through mediating factors such as intrinsic motivation and affective commitment. Liu et al. (2024) found that humble leadership positively enhances employees' intrinsic motivation, suggesting that humble leaders can inspire subordinates to improve their performance. Similarly, Ngah et al. (2023) demonstrated that servant leadership strengthens employees' affective commitment, which in turn mediates the relationship between leadership and OCB. In line with this, Almaqableha and Omarb (2024) revealed that motivation exerts a significant influence on OCB, further underscoring the critical role of motivational and attitudinal factors in shaping discretionary employee behaviors.

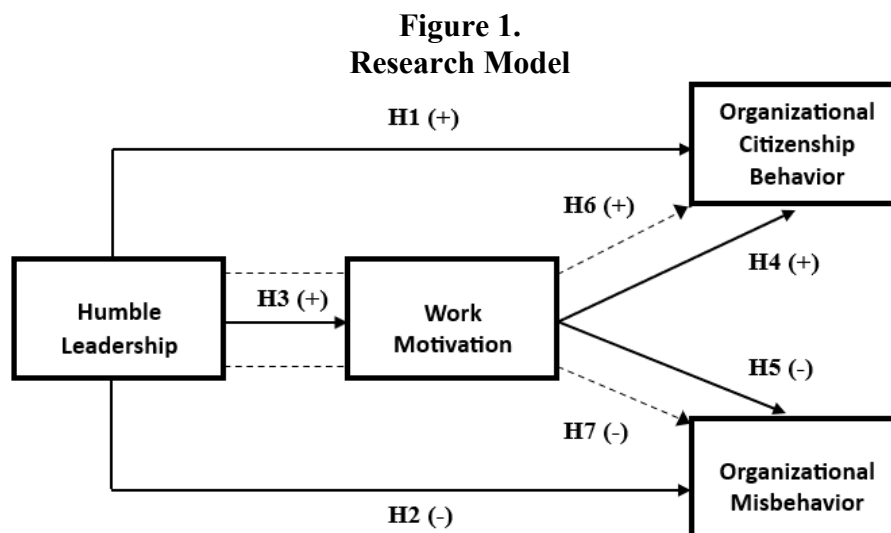
H6: Work motivation mediates the positive relationship between humble leadership and organizational citizenship behavior.

Humble Leadership Work Motivation and Organizational Misbehavior

Through organizational commitment and job satisfaction, previous studies have shown that transformational, spiritual, and ethical leadership can reduce deviant behavior in the workplace. Gamasiwi et al. (2023) found that ethical leadership increases organizational commitment, which reduces deviant behavior. Tufan et al. (2023) in their study argued that organizational justice acts as an intermediary in the negative relationship between ethical leadership and workplace deviant behavior, meaning that ethical leadership creates a sense of justice within the organization, thereby reducing the likelihood of employees engaging in deviant behavior. Nofriadi et al. (2024) added that job satisfaction functions as a link between transformational leadership and deviant behavior.

H7: Work motivation mediates the negative relationship between humble leadership and organizational misbehavior.

Research Model



Source: Author Compilation (2025)

RESEARCH METHOD

A quantitative approach was used in this study. According to Creswell and Creswell (2023), a quantitative approach involves analyzing correlations between variables to test objective theories. The variables in this study can be measured and usually use instruments, so that numerical data can be analyzed using statistical procedures. The research was conducted at the Geblek Pari Group in Pronosutan, Kembang, Nanggulan, Kulon Progo Regency, Special Region of Yogyakarta. According to Sekaran and Bougie (2020), the population is a group of individuals, events, or objects that are the focus of the research that the researcher wants to analyze or conclude. In this case, the population studied consisted of 119 Geblek Pari Group employees. Sekaran & Bougie (2020) also stated that for research purposes, the selected population consisted of a sample. The sample studied by the author consisted of 70 Geblek Pari Group employees using purposive sampling, then the data was collected through questionnaires distributed in printed form. According to Hair et al. (2014), the minimum number of variables is less than 5 (five), determined by multiplying the number of variables by 10 to 25, resulting in 40 samples. However, the researcher decided to take 70 samples. The research was conducted using independent, dependent, and mediating or intervening variables.

According to Creswell and Creswell (2023), independent variables influence outcomes, and in this study, the independent variable is Humble leadership (X). Sekaran and Bougie (2020) state that dependent variables can be measured and predicted. In this study, the dependent variables are Organizational Citizenship Behavior (Y1) and Organizational Misbehavior (Y2). Sekaran & Bougie (2020) also explain that intervening variables arise when independent variables influence dependent variables. In this study, Work Motivation (Z) is the intervening variable.

RESULTS AND DISCUSSION

Table 1.
Respondent Characteristics.

	Category	Frequency	%
Gender	Male	40	57.14
	Female	30	42.86
Age	18-25	24	34.29
	26-30	13	18.57
	31-35	11	15.71
	>40	22	31.43

Source: Data processed (2025).

Based on the results of the characteristic analysis, there were 40 female respondents, 57.14 percent more than the 30 male respondents, 42.86 percent, so it can be concluded that Geblek Pari Group employees are dominated by women. In terms of age, most respondents were aged 18-25 years old (34.29%), indicating that the majority of employees are still in their productive age and able to work optimally. Employees aged 40 years and above were also quite significant, numbering 22 people (31.43%). The majority of employees aged 40 years and above were placed in the kitchen as cooking experts.

Table 2.
Results of Validity and Reliability Test Analysis

Variable	Item	Factor Loading	AVE	CA	CR
Humble Leadership (X)	X1	0.789	0.659	0.935	0.834
	X2	0.801			
	X3	0.750			
	X4	0.844			
	X5	0.792			
	X6	0.860			
	X7	0.797			
	X8	0.820			
	X9	0.845			
Organizational Citizenship Behavior (Y1)	Y1.1	0.849	0.640	0.975	0.887
	Y1.2	0.869			
	Y1.3	0.830			
	Y1.4	0.755			
	Y1.5	0.856			
	Y1.6	0.753			
	Y1.7	0.768			
	Y1.8	0.751			
	Y1.9	0.774			
	Y1.10	0.781			
	Y1.11	0.824			
	Y1.12	0.818			
	Y1.13	0.767			
	Y1.14	0.792			
	Y1.15	0.802			
	Y1.16	0.815			
	Y1.17	0.801			
	Y1.18	0.834			
	Y1.19	0.734			
	Y1.20	0.832			
	Y1.21	0.734			
	Y1.22	0.747			
	Y1.23	0.829			
	Y1.24	0.855			
Organizational Misbehavior (Y2)	Y2.1	0.721	0,655	0.969	0.834
	Y2.2	0.818			
	Y2.3	0.821			
	Y2.4	0.795			
	Y2.5	0.826			
	Y2.6	0.805			
	Y2.7	0.778			
	Y2.8	0.770			
	Y2.9	0.822			

Variable	Item	Factor Loading	AVE	CA	CR
Work Motivation (Z)	Y2.10	0.819	0,699	0.891	0.757
	Y2.11	0.837			
	Y2.12	0.859			
	Y2.13	0.817			
	Y2.14	0.802			
	Y2.15	0.838			
	Y2.16	0.730			
	Y2.17	0.813			
	Y2.18	0.878			
	Z.1	0.834			
	Z.2	0.757			
	Z.3	0.887			
	Z.4	0.834			
	Z.5	0.863			

Source: Data processed (2025).

The outer model analysis on Table 2 shows that the validity test results for all variables had Factor Loading values >0.6 and Average Variance Extracted (AVE) values >0.5 , indicating that all indicators in the research variables met the validity test. Meanwhile, in the reliability test, all variables have Composite Reliability (CR) and Cronbach's Alpha (CA) values >0.7 , indicating that the variables tested are reliable so that they can be continued to test the structural model.

Table 3
R-Square and Q-Square

Model	R-Squares (R ²)	Q ² Predictive
Work Motivation	0.534	0.519
Organizational Citizenship Behavior (OCB)	0.528	0.462
Organizational Misbehavior (OMB)	0.645	0.581

Source: Data processed (2025).

Based on the results of the inner model analysis on Table 3, the R-Squares (R²) value of the humble leadership variable can explain 53.4% of work motivation, while the remaining 46.6% is explained by other factors. The combination of humble leadership and work motivation explains 52.8% of the influence on organizational citizenship behavior, with the remaining 47.2% explained by other factors. Finally, the model involving humble leadership and work motivation on organizational misbehavior explains 64.5% of the influence, with the remaining 35.5% explained by other variables not included in this study. Meanwhile, the Predictive Relevance (Q²) value or observation value is greater than 0, which means that the observation value produced is good.

Table 4.
Path Coefficient & Hypotheses Testing

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ((O/STDEV))	P values
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H1: Humble Leadership → Organizational Citizenship Behavior	0.459	0.455	0.140	3.272	0.001
H2: Humble Leadership → Organizational Misbehavior	-0.528	-0.525	0.122	4.328	0.000
H3: Humble Leadership → Work Motivation	0.731	0.732	0.059	12.357	0.000
H4: Work Motivation → Organizational Citizenship Behavior	0.320	0.323	0.142	2.253	0.024
H5: Work Motivation → Organizational Misbehavior	-0.332	-0.333	0.114	2.923	0.003
H6: Humble Leadership → Work Motivation → Organizational Citizenship Behavior	0.234	0.236	0.106	2.197	0.028
H7: Humble Leadership → Work Motivation → Organizational Misbehavior	-0.242	-0.244	0.087	2.785	0.005

Source: Data processed (2025).

Humble Leadership Has a Positive Effect on Organizational Citizenship Behavior

Based on the results of hypothesis testing in Table 4, humble leadership has a positive and significant effect on organizational citizenship behavior by increasing member involvement and contribution in the organization. The coefficient is 0.455, the T-Statistic is 3.272, and the p-value is 0.001. This is in line with the results of Sholikhah's (2021) research, which found that humble leadership has a positive effect on employees' organizational citizenship behavior. When leaders have a high level of humility, it encourages employees' citizenship behavior. Adrian et al. (2023) found that servant leadership, which is similar to humble leadership, increases employees' organizational citizenship behavior, and Mian et al. (2024) found that humble leadership has a positive relationship with organizational citizenship behavior.

Humble Leadership Has a Negative Effect on Organizational Misbehavior

Humble leadership has a negative influence on organizational deviant behavior with a coefficient of -0.528, T-statistic of 4.328, and p-value of 0.000. This finding is consistent with the research by Abbas and Tariq (2023) that servant leadership has a negative influence on deviant behavior in the work environment, Yasir and Jan (2023) which shows that the higher the servant leadership, the lower the workplace deviance of employees, which is similar to organizational deviant behavior, and Bian's (2021) research which shows that ethical leadership can reduce the tendency for employee deviant behavior.

Humble Leadership Has a Positive Effect on Work Motivation

The relationship between humble leadership and work motivation has a positive influence with a coefficient of 0.731, T-statistic of 12.357, and p-value of 0.000. The results show that in line with Kurniawan's (2021) findings that leadership roles increase employee work motivation, Zarkani and Lubis' (2022) findings show that employee motivation

increases along with increased servant leadership, and Damayanti et al. (2024) show that humble leadership increases employee work engagement.

Work Motivation Has a Positive Effect on Organizational Citizenship Behavior

Work motivation has an impact on organizational citizenship behavior with a coefficient of 0.320, T-statistic of 2.253, and p-value of 0.024. This finding is in line with Sari's (2021) research, which shows that high work motivation will affect the emergence of organizational citizenship behavior, and Dilla et al. (2023), which found that when work motivation increases, employees' organizational citizenship behavior also increases, and the findings of Nuryansyah et al. (2022), which showed that high work motivation is driven by leadership support, thereby increasing organizational citizenship behavior.

Work Motivation Has a Negative Effect on Organizational Misbehavior

Work motivation has an influence on organizational deviant behavior, but negatively, with a coefficient of -0.33, T-statistic of 2.92, and p-value of 0.03. The results are in line with the research by Widjaja et al. (2023) that employees' perceived work motivation will reduce workplace deviant behavior. Dewangan and Verghese (2023) show that the effect of job satisfaction on deviant behavior in the workplace tends to be negative, meaning that increased job satisfaction can reduce the level of deviant behavior in the workplace, and the research by Amin et al. (2021) shows that organizational commitment plays an important role in reducing the tendency for deviant behavior in the workplace.

Work Motivation Mediates The Positive Relationship Between Humble Leadership and Organizational Citizenship Behavior

The effect of humble leadership on organizational citizenship behavior, mediated by work motivation, has a positive effect with a coefficient of 0.234, T-statistic of 2.197, and p-value of 0.028. This finding is supported by Liu et al. (2024), who show that humble leadership has a significant positive effect on employees' intrinsic motivation, meaning that humble leaders can encourage employees to work better based on internal motivation. Ngah et al. (2023) found that servant leadership increases employee commitment, which then encourages employees' organizational citizenship behavior, and research by Almaqableha and Omarb (2024) showed that motivation plays a positive role as a mediator between transformational leadership and employees' organizational citizenship behavior.

Work Motivation Mediates The Negative Relationship Between Humble Leadership and Organizational Misbehavior

Humble leadership has a significant negative impact on organizational misbehavior, through work motivation as a mediator with a coefficient value of -0.24, T-statistic of 2.78, and p-value of 0.05. This finding is similar to Gamasiwi et al. (2023), who found that ethical leadership can reduce deviant behavior through employees' organizational citizenship behavior. The findings of Tufan et al. (2023) show that organizational justice acts as a mediator in the negative relationship between ethical leadership and workplace deviant behavior. This means that ethical leadership can create a sense of justice within the organization, which in turn reduces the likelihood of employees engaging in deviant behavior. Research by Nofriadi et al. (2024) shows that employee job satisfaction mediates the relationship between transformational leadership and deviant behavior in the workplace.

CONCLUSION

Based on the results of the analysis, it was concluded that humble leadership has a positive and significant effect on the citizenship behavior of the Geblek Pari Group organization, humble leadership has a negative and significant effect on the misbehavior of the Geblek Pari Group organization, humble leadership has a positive and significant effect on the work motivation of the Geblek Pari Group, work motivation has a positive and significant effect on the citizenship behavior of the Geblek Pari Group organization, work motivation has a negative and significant effect on the misbehavior of the Geblek Pari Group organization, humble leadership has a positive and significant effect on organizational citizenship behavior through the work motivation of Geblek Pari Group employees, humble leadership has a positive and significant effect on organizational misbehavior through the work motivation of Geblek Pari Group employees. Research on the influence of humble leadership on organizational citizenship behavior and organizational misbehavior is still limited, therefore other variables with similarities were used in this study. On the other hand, this study was only conducted on one object, namely Geblek Pari Group, so the findings may not be generalized to SME or other companies.

Companies are advised to increase employee recognition, such as by expressing gratitude or apologizing, to enhance their sense of appreciation. In addition, encouraging employees to be more active in representing the company in events that cannot be attended by leaders will increase their engagement. Companies also need to focus on improving employee time efficiency to reduce behaviors that hinder productivity. Finally, companies can provide opportunities for employees to give feedback that can contribute to improving quality and creativity, which will ultimately support the company's progress. Further research could examine humble leadership more broadly in relation to organizational citizenship behavior and organizational misbehavior, linking it to additional relevant variables, such as job satisfaction or organizational commitment. In addition, further research could link the surrounding culture to the variable of humble leadership or other leadership variables. This is because the cultural values that prevail in a region can influence the characteristics of leadership that are practiced and accepted by all members of the organization.

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