

Improving Organizational Citizenship Behavior Through Buddhist Leadership in Student Activity Units in Higher Education

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Abstract: Higher education shapes students' skills, character, and morals, including participation in student organizations such as Buddhist UKM. However, Buddhist UKM at Bandar Lampung City College faces challenges, such as low member participation and ineffective leadership. This research investigates the effect of Buddhist leadership towards the Organizational Citizenship Behavior (OCB) and its implications for Buddhist student organizations (UKM). This study approach and method developed with a quantitative and survey. The instrument in the research used a questionnaire. The population was 308 respondents in total, and as many as 175 respondents were used as samples taken using the Slovin formula. The analysis test in research used path analysis. This study shows a significant favorable influence between Buddhist leadership and (OCB). It means that the better the Buddha's leadership motivates members to contribute voluntarily and actively to the organization's activities, further enhancing OCB, which plays a role in organization to achieve the success and effectiveness.

Keywords: Buddhist leadership; Organizational Citizenship Behavior

1. Introduction

Higher education is essential in creating quality and highly competitive human resources [1]. Students are a critical component that plays a role in education and self-development in higher education [2]. One is participating in student organizations, such as Buddhist student organizations or Buddhist UKM, of the 59 public and private universities in Bandar Lampung City [3]. Five universities have Buddhist UKM. Buddhist UKM provides opportunities for Buddhist students in higher education to actively participate in religious activities, self-development, and social activities that support Buddhist values and strengthen students' personalities and character. As an important concept in modern organizational management, OCB is a positive and voluntary behavior that members engage in outside of their formal responsibilities to help the organization progress [4].

OCB includes helping others, supporting organizational goals, and actively participating in organizational activities. OCB should be part of the organization's culture, motivating members to contribute voluntarily for the common good [5]. In higher

education, implementing OCB is very important because it can increase efficiency, effectiveness, competitiveness, and organizational leadership [6]. Thus, the impact felt not only improves the competitiveness between universities in Indonesia nationally and internationally. However, it also makes leadership more effective in motivating members, increasing participation, and achieving organizational goals more efficiently. In its implementation, every Buddhist UKM in five universities in Bandar Lampung City faces significant challenges in attaining ideal conditions for OCB, such as low participation of members and incredibly advanced students busy with other activities. In some SMEs, leaders have difficulty motivating members because they are considered less responsive to input. The inability of leaders to communicate and manage conflicts also causes the organizational environment to become individualistic and competitive. The same is true that the density of academic activities is also a barrier to student involvement in Buddhist religious activities [7]. In addition, the perception that extracurricular activities are only a waste of time also contributes to low member participation [8]. Of course, these challenges hinder the development of members' character and the organization's overall success. Thus, a vital leadership role is urgently needed to overcome this problem and achieve organizational goals. In student organizations, the role of leaders is crucial to demonstrate strong leadership qualities and motivate their members to improve the success of the goals the organization is formed. State that a good leader acts as a servant who supports and assists his members, not as a ruler who only rules and controls his members [7], [9].

An effective leader must adapt his leadership style to the situation [10]. Thus, The desire to manage is a form of leadership an organization with wisdom, responsibility, and transparency and adapt leadership style to the situation. In previous research, many discussed leadership. However, the researcher focused on the Buddhist leadership approach in this study. This leadership model has not been fully and openly publicized [11], [12], [13]. Therefore, this topic is getting more and more attention for more in-depth discussion so that practitioners and researchers of Buddhist scholars can comprehensively understand it. Explained that Buddhist leadership is universal and acceptable to everyone because it is oriented toward functions, duties, and obligations and emphasizes ethics, morals, and service [14], [15]. This is especially relevant when aligned with modern leadership. As a guide to carrying out duties and responsibilities, leader must apply the ten characteristics of a leader (*Dasa Raja Dharma*) contained in the story of Jataka and leadership ethics included in the fifth part of the *Digha Nikaya*, namely *Cakkhavi Sihananda Sutta* teaches that an ideal leader must rule with wisdom, morality and concern for its members [16], [17], [18]. Leadership performance could be achieved by applying Buddhist teachings prioritizing self-reflection, self-development, and morality based on non-violence, compassion, and compassion for all living beings. Considering that the challenges faced by each Buddhist Buddhist student activity unit in Bandar Lampung City universities are different, This study seeks to examine the degree of influence exerted Buddhist leadership on the improvement of OCB in Buddhist student activity unit.

2. Methods

The research develop with design methodology used survey method and quantitative approach. The data processing technique uses a questionnaire with 75 questions using *the Likert* scale for answer scores. Population is Buddhist students who are members of Buddhist Student Activity Units in five Bandar Lampung City universities, totaling 308 students. The Slovin technique was used to determine the sample size, which resulted in 175 respondents being used as a research sample. This research design includes collecting preliminary information related to the research topic, creating a background to the problem, identifying and formulating the problem, conducting a relevant theoretical review, designing research methods, and making decisions. Next, variables are identified, a grid of instruments is compiled, data is collected through questionnaires for instrument trials, and the data is analyzed by testing the instruments using statistical methods. After obtaining the criteria and requirement of the instrument with valid and reliable, then distributing the instrument to the sample is re-analyzed, and finally, the data from the analysis results is presented for discussion, and then conclusions and suggestions. The analysis of path analysis operated by supporting of the SPSS program. This set of steps is used in the research design to ensure the study's accuracy and relevance.

3. Results

The trial instrument at the Spiritual UKM STIAB Jinarakkhita Lampung. The 75 valid and five invalid items were obtained in numbers 5, 18, 41, 46, and 72. The invalid statement is found in the Buddhist leadership variable at number 5 withas 0,225 and number 18 with r_{count} value 0.113 and on the organizational citizenship behavior (OCB) variable at number 41 with r_{count} by 0.160, number 46 with r_{count} by 0.311 and number 72 with r_{count} as 0,169. Some of these items are declared invalid by comparing r_{table} in 40 respondents, and the significance level of 0.05 is 0.312. When $r_{count} < r_{table}$ then the item is declared invalid. So, the 80 statement items used in the study were as many as 75. In this study, reliability tests were performed on 75 valid items. The results will show whether the items in the research instrument consistently measure the variables in question.

Table 1. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.953	75

(Source: Data processing results in 2024 using SPSS version 26)

The results show that the research instrument has a Cronbach's alpha value of 0.953 for the 75 items tested, indicating that the instrument is reliable, as the value is greater than 0.7. Furthermore, the normality test results indicate that the residual distribution is considered normal if the significance value is greater than 0.05, meaning the data in this study meet the normal distribution criteria.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		175
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	11.02559733
Most Extreme Differences	Absolute	0.045
	Positive	0.045
	Negative	-0.017
Test Statistic		0.045
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

(Source: Data processing results in 2024 using SPSS version 26)

The one sample column of the test above, it can be seen that the significant value (2-tailed) is 0.200 critical than 0.05, so it can be the data population from the measurement instrument distribution, namely questionnaires, has been distributed normally. The positive influence between Buddhist leadership and OCB. The heteroscedasticity test aims to test whether there is any variance inequality in the residual regression model. Heteroscedasticity occurs when there is a clear pattern in the graph between the predicted residual (SRESID) and the predicted value (ZPRED). When the pattern is formed regularly (e.g. conical or widened), it indicates the presence of heteroscedasticity, which means that the residual variance is not constant or homogeneous. On the other hand, if the distribution of data on the graph does not form a specific pattern, but is scattered randomly, then no heteroscedasticity occurs. In other words, the data is homoscedastic, which means constant residual variance, so the data is considered homogeneous.

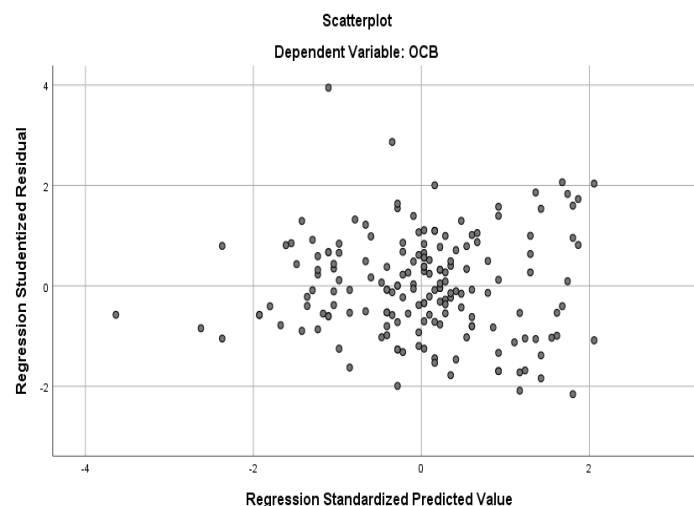


Figure 1. OCB variance

Based on Figure 1, the data distribution does not form an orderly pattern but is scattered randomly around the horizontal axis. That is no heteroscedasticity in this regression model. Thus, the data is considered homogen, which means constant or

homogeneous residual variance. The hypothesis testing in this study uses a simple linear regression method, with data obtained through SPSS *version 26*. The test results with simple linear regression go through several stages as follows. The linearity test determines whether the relationship between (Buddhist leadership) and (OCB) is linear. This test is critical in regression analysis to ensure that the regression model conforms to the linearity assumptions. The linearity test looked at the ANOVA table's significance value of deviation from linearity. Results of the linearity ANOVA output table.

Table 3. Test of Buddhist Leadership and OCB

ANOVA Table							
		Sum of Squares	df	Mean Square	F	Sig.	
OCB *	(Combined)	19223.061	55	349.510	2.644	.000	
Buddhist Leadership	Between Groups	Linearity	13799.637	1	13799.637	104.405	.000
		Deviation from Linearity	5423.424	54	100.434	.760	.871
		Within Groups	15728.676	119	132.174		
Total		34951.737	174				

(Source: Data processing results in 2024 using SPSS version 26)

The analysis, it can be concluded that the relationship between Buddhist leadership and Organizational Citizenship Behavior (OCB) is linear. This indicates that the regression model used is appropriate for measuring the influence of leadership on OCB. Furthermore, the significance test shows that the influence of Buddhist leadership on OCB is significant.

Table 4. Output of Regression Equations

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	55.885	8.289			6.742	.000
Buddhist Leadership	.563	.053	.628		10.624	.000

a. Dependent Variable: OCB

(Source: Data processing results in 2024 using SPSS version 26)

Output coefficient table, a constant 55,885 is obtained, which means that if the Buddhist leadership variable has a value of 0, then the consistent value of the organizational citizenship behavior (OCB) variable will be at 55,885. coefficient regression in the Buddhist leadership 0.563 indicates that every increase in the unity of Buddhist leadership will increase the organizational citizenship behavior (OCB) variable by 0.563. The resulting regression equation is as follows. $Y = 55.885 + 0.563 X$

Information:

Y : Organizational Citizenship Behavior (OCB)

X : Buddhist Leadership

Furthermore, the statistical hypothesis in this study is:

H_a : The influence of Buddhist leadership on the organizational citizenship behavior (OCB) of Buddhist UKM student members at Bandar Lampung City College is significant.

H_o : Buddhist leadership influences increasing the organizational citizenship behavior (OCB) of Buddhist UKM student members at Bandar Lampung City College.

The hypothesis testing criteria is to reject H_o if $t_{count} > t_{table}$ or if the significance of the $< 0,05$. Based on the analysis of the data, the value of t_{count} is 10,624, with degrees of freedom (df) = n - 2 or df = 173. Value t_{table} at the level of significance $\alpha = 0.05$ is 1,653. Thus, because $t_{count} 10.624 > t_{table} 1.653$ and significance $0,000 < 0,05$ so H_o rejected and H_a Accepted. A regression coefficient of positive value indicates that Buddhist leadership has a positive influence on organizational citizenship behavior (OCB). Based on the results of hypothesis testing, it can be concluded that Buddhist leadership has a positive and significant effect on organizational citizenship behavior (OCB) in Buddhist UKM students at Bandar Lampung City College. The hypothesis testing criteria used alpha 5% (0.05), which is rejecting H_o If the significance ≤ 0.05 by reading the following ANOVA table.

Table 5. Anova Analysis Output

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13799.637	1	13799.637	112.865	.000 ^b
	Residual	21152.101	173	122.266		
	Total	34951.737	174			

a. Dependent Variable: OCB

b. Predictors: (Constant), Buddhist Leadership

(Source: Data processing results in 2024 using SPSS version 26)

The relationship between Buddhist religious leadership and Organizational Citizenship Behavior (OCB) is linear. This shows that the regression model used is appropriate to measure the influence of leadership variables on OCB. Furthermore, significant testing shows that the influence of Buddhist leadership on OCB has a significant influence. H_a Accepted. This means that there is a significant influence between Buddhist leadership and organizational citizenship behavior (OCB). Next, pay attention to the following statistical residuals.

Table 6. Values of R Square Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628 ^a	.395	.391	11.057
a. Predictors: (Constant), Buddhist Leadership				
b. Dependent Variable: OCB				

(Source: Data processing results in 2024 using SPSS version 26)

The determination coefficient in Table 4.21 shows an R Square value of 0.395. This means that 39.5% of the variables of organizational citizenship behavior (OCB) in Buddhist UKM students at Bandar Lampung City University are influenced by Buddhist leadership. At the same time, the remaining 60.5% was influenced by other variables that were not included in this study.

Data analysis and hypothesis testing of Buddhist leadership has been shown to positively and significantly influence Organizational Citizenship Behavior (OCB). The better the application of Buddhist leadership principles, the higher the level of OCB demonstrated by the organization's members. This includes voluntary actions, such as helping others and working outside the expected task without expecting anything in return. This research aligns which show that Buddhist leadership supports the development of Buddhist-based organizations, creating a more collaborative and productive environment. In Buddhist religious organizations, leadership is essential in improving their members' quality and spiritual progress [19]. Effective leadership is achieved through self-reflection and the development of morality based on the principles of non-violence, compassion, and love. The application of ethics and morality, contained in *the Dasa Raja Dharma* (the ten characters of leaders), *Cakkhavi Sihananda Sutta* (leadership ethics), and *Lokavibodhasuttam* (conformity of speech and deeds), is essential to carry out the duties of a Buddhist leader so that spiritual well-being and organizational achievements can be in line. Leadership is based on ethics and integrity, creating a harmonious work environment and supporting organizational performance. The Buddha emphasized the importance of morality in living a wise life, which is beneficial not only to the individual but also to society. By applying moral and ethical values, Buddhist leaders can create a positive work culture, increasing OCB in the organizational environment. [20], [21]. While OCB is beneficial, if not managed properly, it can add to a workload that is not formally recognized [22], [23]. Therefore, Buddhist leaders must balance applying moral values, so that OCB remains positively encouraged and does not burden the organization's members.

4. Conclusion

There is a direct relationship between Buddhist leadership and OCB, indicating that the applied regression model is appropriate for analyzing the impact of leadership on OCB. Additionally, the test results show that Buddhist leadership has a significant impact on OCB. Buddhist student organizations should focus on enhancing leadership skills to

encourage more active participation from their members. Providing leadership training or development programs can help improve motivation and contribution to various organizational activities. effective leadership can enhance OCB, which is crucial for the success and efficiency of the organization. Therefore, improving leadership quality within Buddhist student organizations can positively impact the overall performance of the organization.

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