

The Effect of Organizational Citizenship Behavior (OCB) and Altruism on the Associated Between Organizational Members in Cooperatives: A Case Study of the Interaction of Leaders and Employees of the Bernai Jaya Sejahtera Service Cooperative

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Abstract. *The phenomenon of OCB and altruism is becoming increasingly relevant to study in the context of cooperatives in Indonesia. As economic entities based on the principles of mutual cooperation and togetherness, cooperatives rely heavily on the solidarity and bonding among their members. In a cooperative environment, success is determined not only by economic factors but also by the quality of the relationships between the individuals involved. However, studies on the influence of OCB and altruism on the bonding between members of cooperative organizations are still relatively limited, particularly those focusing on interactions between leaders and employees. Yet, the dynamics of relationships across these structural levels are often key to maintaining the stability and collective spirit of an organization. Several previous studies have examined aspects related to OCB in the cooperative context. Apriliani and Wati (2023), analyzing the influence of organizational support on OCB with organizational commitment as an intervening variable at the East Java Regional Mitra Dhuafa Cooperative. Samrotul Janah et al., (2024), examined the influence of organizational commitment and work environment on OCB among employees of the Perum Peruri Employee Cooperative. Their findings indicate that a supportive work environment can increase employees' tendency to exhibit OCB behavior. The study was conducted by Larasati et al., (2018) And Kurniawati and Jaidi (2020) also provide perspectives on the relationship between cohesiveness and OCB in a corporate context. However, most of these studies have not explicitly highlighted the importance of the dimensions of altruism and member engagement within cooperative structures. Unlike those studies, this study will specifically examine the influence of OCB and altruism on the engagement between organizational members in cooperatives, with a particular focus on the interactions between leaders and employees. This study will not only analyze OCB in general, but also pay particular attention to the dimensions of altruism and how these two factors influence the engagement between organizational members.*

Keywords: *Citizenship; Interaction; Leaders; Members; Organizational.*

1. Introduction

Cooperatives, as a form of business entity based on the principle of family, possess unique characteristics in their management. Interactions between organizational members, both between leaders and employees and among fellow employees, are crucial factors in determining the success and sustainability of cooperatives. Harmonious and mutually supportive relationships among cooperative members create a positive and productive work environment. In this context, work behavior that goes beyond formal requirements, or Organizational Citizenship Behavior (OCB), and an altruistic attitude that prioritizes the interests of others are seen as crucial elements that can strengthen the bond between organizational members. Therefore, it is important to understand how these two aspects can shape a healthy and inclusive organizational culture.

Organizational Citizenship Behavior (OCB) is individual behavior that is discretionary, not directly recognized by the formal reward system, but in aggregate can improve the effective functioning of the organization. (Di Virgilio et al., 2015). This behavior includes volunteering to help coworkers, complying with organizational rules and procedures, and actively participating in organizational activities. Individuals who exhibit OCB behaviors typically have a high level of loyalty and commitment to their organization. Meanwhile, altruism itself is a dimension of OCB that specifically refers to voluntary behavior to help others with tasks or organizational issues. (Kusumajati, 2014) This attitude reflects a sense of caring and empathy for fellow members of the organization, which in turn can strengthen collective spirit and interdependence within the team.

The phenomenon of OCB and altruism is becoming increasingly relevant to study in the context of cooperatives in Indonesia. As economic entities based on the principles of mutual cooperation and togetherness, cooperatives rely heavily on the solidarity and bonding among their members. In a cooperative environment, success is determined not only by economic factors but also by the quality of the relationships between the individuals involved. However, studies on the influence of OCB and altruism on the bonding between members of cooperative organizations are still relatively limited, particularly those focusing on interactions between leaders and employees. Yet, the dynamics of relationships across these structural levels are often key to maintaining the stability and collective spirit of an organization.

Several previous studies have examined aspects related to OCB in the cooperative context. Apriliani and Wati (2023), analyzing the influence of organizational support on OCB with organizational commitment as an intervening variable at the East Java Regional Mitra Dhuafa Cooperative. Samrotul Janah et al., (2024), examined the influence of organizational commitment and work environment on OCB among employees of the Perum Peruri Employee Cooperative. Their findings indicate that a supportive work environment can increase employees' tendency to exhibit OCB behavior. Meanwhile, Indrawanto et al., (2024), examines the relationship between group cohesiveness and OCB in Health Service employees, which provides important insights into group dynamics within the organization. The study was conducted by Larasati et al., (2018) And Kurniawati and Jaidi (2020) also provide perspectives on the relationship between cohesiveness and OCB in a corporate context. However, most of these studies have not explicitly highlighted the importance of the dimensions of altruism and member engagement within cooperative structures.

Unlike those studies, this study will specifically examine the influence of OCB and altruism on the engagement between organizational members in cooperatives, with a particular focus on the interactions between leaders and employees. This study will not only analyze OCB in general, but also pay particular attention to the dimensions of altruism and how these two factors influence the engagement between organizational members. Furthermore, this approach is expected to uncover the internal mechanisms that facilitate the formation of emotional and professional bonds within the cooperative environment. By understanding the direct influence of altruistic behavior and OCB on work relationships, cooperatives can develop strategies to more effectively increase member engagement and loyalty.

2. Research Methods

This study employed a quantitative approach with a survey method. This approach was chosen because it aimed to test hypotheses and analyze the causal relationship between the independent variables (OCB and altruism) and the dependent variable (member engagement). Furthermore, the quantitative approach allows for the generalization of research results to a broader population.

The survey method was chosen because it allows for data collection from a relatively large sample in a relatively short time. The survey will be conducted by distributing a structured questionnaire to respondents consisting of the management and employees of the Bernai Jaya Sejahtera Services Cooperative.

To enrich the research findings, this quantitative approach will be complemented by in-depth interviews with several key informants. These in-depth interviews aim to gain a more contextual understanding of OCB, altruism, and member engagement at the Bernai Jaya Sejahtera Service Cooperative.

3. Results and Discussion

3.1. General Description of Research Object

The object of this research is the Bernai Jaya Sejahtera Services Cooperative, a business entity founded on the principles of family and mutual cooperation. This cooperative conducts its business activities by prioritizing the values of togetherness, member participation, and harmonious working relationships between management and employees.

In general, cooperatives have different organizational characteristics than typical companies, as their operational success is determined not only by financial aspects but also by the quality of social relationships among their members. In this context, interactions between leaders and employees are a crucial factor in creating a conducive and productive work environment.

This study focuses on how Organizational Citizenship Behavior (OCB) and altruism can influence the level of engagement among members within a cooperative. OCB is voluntary behavior carried out by individuals outside of their formal duties that can increase organizational effectiveness, such as helping coworkers, complying with rules, and actively participating in organizational activities. Meanwhile, altruism reflects an attitude of caring and a desire to help others without expecting anything in return.

In this study, engagement between organizational members is understood as an emotional connection encompassing trust, communication, cooperation, and commitment to shared goals. This engagement is a crucial element in creating group cohesion and improving overall organizational performance.

The subjects of this study were all members of the organization, consisting of the leaders and employees of the Bernai Jaya Sejahtera Services Cooperative. The population in this study was 80 people, consisting of 5 leaders and 75 employees. The entire population was used as the research sample using a total sampling technique, so that the results are expected to reflect the actual conditions within the cooperative.

In its operations, the Bernai Jaya Sejahtera Services Cooperative prioritizes interpersonal relationships as a key factor in maintaining organizational sustainability. The patterns of interaction between leaders and employees, as well as among fellow employees, reflect the level of OCB and altruism exhibited by members. The higher these behaviors, the stronger the bonds among members of the organization.

Thus, the general description of the object of this research shows that the Bernai Jaya Sejahtera Service Cooperative is a relevant organizational environment for studying the relationship between OCB, altruism, and attachment between organizational members,

because it has family-based characteristics, intense social interactions, and high interdependence between members in achieving common goals.

a. Respondent Characteristics

Respondent characteristics aim to describe the profiles of the respondents who serve as the research data sources. Respondent characteristics data were obtained from questionnaires and include gender, age, highest level of education, and length of service.

1. By Gender

Respondent characteristics based on gender in this study aim to provide an overview of the composition of participating respondents. This grouping is important for understanding the proportion of men and women within the research population, thus providing a basis for understanding differences in perception and behavior within the organization.

Based on the data collection results, it was found that the majority of respondents were male. This indicates that the workforce structure at the Bernai Jaya Sejahtera Services Cooperative is more male-dominated than female-dominated.

The distribution of respondents based on gender can be seen in the following table:

Table Respondent Characteristics Based on Gender

No	Gender	Frequency	Percentage (%)
1	Man	62	77.5%
2	Woman	18	22.5%
Total		80	100%

Source: Processed data, 2026

Based on Table, it can be seen that 62 respondents were male, or 77.5%, while 18 respondents were female, or 22.5%. This indicates that the respondents in this study were predominantly male.

This predominance of male respondents may be influenced by the nature of work in cooperatives, which may involve more field operations and technical tasks. Nevertheless, the presence of female respondents still makes a significant contribution to organizational dynamics, particularly in building communication, cooperation, and harmonious interpersonal relationships in the workplace.

2. By Age

Respondent characteristics based on age aim to determine the age distribution of respondents in this study. Age variations can influence mindsets, work experiences, and how individuals interact and behave within organizations.

Based on the results of data collection, respondents in this study have a fairly diverse age range, ranging from 20 years to over 50 years. This shows that the Bernai Jaya Sejahtera Services Cooperative has members with heterogeneous age backgrounds, thus allowing for a combination of young and experienced workers.

The distribution of respondents based on age can be seen in the following table:

Table Respondent Characteristics Based on Age

No	Age	Frequency	Percentage (%)
1	20–30 years	26	32.5%
2	31–40 years	16	20.0%
3	41–50 years	20	25.0%
4	> 50 years	18	22.5%
Total		80	100%

Source: Processed data, 2026

Based on Table, it can be seen that the majority of respondents were in the 20–30 age range, amounting to 26 people (32.5%). Furthermore, respondents aged 41–50 years were 20 people (25.0%), followed by respondents aged 50 years and above, amounting to 18 people (22.5%), and respondents aged 31–40 years, amounting to 16 people (20.0%).

This composition indicates that the majority of respondents are of productive age. Younger age groups tend to have a high work ethic and adaptability to change, while older age groups have more mature work experience. This combination can support the creation of balance within the organization, both in terms of innovation and job stability.

3. Based on Education Level

Respondent characteristics based on education level aim to determine the educational background of the respondents involved in this study. Education level is one factor that can influence mindsets, analytical skills, and how individuals understand and carry out tasks within an organization.

Based on the data collection results, respondents in this study had diverse educational backgrounds, ranging from high school (SMA) to postgraduate (S2). This indicates that the human resources at the Bernai Jaya Sejahtera Services Cooperative are quite heterogeneous in terms of education.

The distribution of respondents based on education level can be seen in the following table:

Table Respondent Characteristics Based on Education Level

No	Level of education	Frequency	Percentage (%)
1	SENIOR HIGH SCHOOL	24	30.0%
2	Diploma	22	27.5%
3	S1	13	16.3%
4	S2	21	26.3%
Total		80	100%

Source: Processed data, 2026

Based on Table, it can be seen that the majority of respondents (24 respondents, or 30.0%) had a high school education. Furthermore, 22 respondents (27.5%) had a diploma, 21 respondents (26.3%), and 13 respondents (16.3%) had a bachelor's degree.

This indicates that the majority of respondents had secondary to higher education. This diversity in educational levels can contribute positively to organizations, as individuals with higher education tend to have better analytical and decision-making skills, while those with secondary education have strong practical experience in operational work.

Thus, this combination of diverse levels of education can support work effectiveness and improve the quality of interaction and cooperation between members of the organization.

4. Based on Work Period

Respondent characteristics based on tenure aim to determine how long respondents have worked in an organization. Tenure is an important indicator that can influence an individual's level of experience, understanding of the job, and attachment to the organization.

Based on the data collected, respondents in this study had relatively diverse tenures, ranging from less than 1 year to 3–4 years. This variation indicates a mix of new employees and those with longer work experience within the organization.

The distribution of respondents based on length of service can be seen in the following table:

Table Respondent Characteristics Based on Length of Service

No	Length of Service (Years)	Frequency	Percentage (%)
1	< 1 year	25	31.3%
2	1–2 years	27	33.8%
3	3–4 years	28	35.0%
Total		80	100%

Source: Processed data, 2026

Based on Table, it can be seen that respondents with 3–4 years of service constitute the largest group, at 28 people (35.0%). Furthermore, respondents with 1–2 years of service comprised 27 people (33.8%), and respondents with less than 1 year of service comprised 25 people (31.3%).

This indicates that most respondents have sufficient work experience within the organization. Employees with longer tenure tend to have a better understanding of the organization's tasks and culture, as well as a higher level of engagement. Meanwhile, employees with shorter tenure tend to have high work ethic and motivation in adapting to the work environment.

Thus, the variation in length of service in this study can provide a more comprehensive picture of respondents' behavior, especially in relation to Organizational Citizenship Behavior (OCB), altruism, and attachment between organizational members.

b. Descriptive Statistics of Variables

Descriptive statistical analysis is used to provide an overview of the research data, including the minimum, maximum, average (mean), and standard deviation values of each research variable. These descriptive statistics aim to understand the characteristics of the data before further analysis is conducted.

The results of the descriptive statistical analysis can be seen in the following table:

Table Descriptive Statistical Analysis

Variables		N	Minimum	Maximum	Mean	Standard Deviation
Organizational Behavior (OCB)	Citizenship	80	36	60	48.84	4,665
Altruism		80	20	35	29.11	3,725
Bonding Between Organization Members		80	52	80	65.21	6,482
Valid N (listwise)		80				

Source: Processed data, 2026

Based on Table, it can be explained that the Organizational Citizenship Behavior (OCB) variable has a minimum value of 36 and a maximum of 60, with an average value (mean) of 48.84 and a standard deviation of 4.665. This indicates that in general the respondents' OCB level is in the fairly high category with a relatively homogeneous distribution of data.

The altruism variable has a minimum value of 20 and a maximum of 35, with a mean value of 29.11 and a standard deviation of 3.725. This value indicates that the respondents' level of altruism is considered good, reflecting a tendency towards mutually helpful behavior among organizational members.

Furthermore, the engagement variable between organizational members has a minimum value of 52 and a maximum of 80, with a mean value of 65.21 and a standard deviation of 6.482. This indicates that the level of engagement between organizational members is in the high category, which means that interpersonal relationships within the organization are running well.

Overall, the mean values of the three research variables were higher than the minimum values and approached the maximum values, thus concluding that the conditions of Organizational Citizenship Behavior (OCB), altruism, and engagement among organizational members were in the good category. Furthermore, the relatively small standard deviation values indicated that the research data did not have significant deviations, thus being considered quite representative.

c. Description of Variable Distribution

Variable distribution descriptions are used to provide an overview of the tendencies of respondents' responses to each item in the questionnaire. This analysis aims to determine the level of respondent agreement based on the Likert scale used and to examine the distribution of responses through the average (mean) value. This allows researchers to understand the condition of each variable before conducting further analysis.

1. Distribution of Organizational Citizenship Behavior (OCB) Variable (X1)

The Organizational Citizenship Behavior (OCB) variable is measured through 12 statement items that reflect the voluntary behavior of organizational members, such as helping coworkers, discipline, and active participation in the organization.

Table Distribution of Organizational Citizenship Behavior (OCB) Variables

Statement	STS		TS		CS		S		SS		Mean
	f	%	f	%	f	%	f	%	f	%	
X1_1	0	0.0%	1	1.3%	10	12.5%	55	68.8%	14	17.5%	4.0

Statement	STS		TS		CS		S		SS		Mean
	f	%	f	%	f	%	f	%	f	%	
X1_2	0	0.0%	0	0.0%	9	11.3%	57	71.3%	14	17.5%	4.1
X1_3	0	0.0%	0	0.0%	12	15.0%	54	67.5%	14	17.5%	4.0
X1_4	0	0.0%	0	0.0%	11	13.8%	54	67.5%	15	18.8%	4.1
X1_5	0	0.0%	0	0.0%	7	8.8%	52	65.0%	21	26.3%	4.2
X1_6	0	0.0%	0	0.0%	12	15.0%	54	67.5%	14	17.5%	4.0
X1_7	0	0.0%	0	0.0%	8	10.0%	55	68.8%	17	21.3%	4.1
X1_8	0	0.0%	0	0.0%	9	11.3%	54	67.5%	17	21.3%	4.1
X1_9	0	0.0%	0	0.0%	7	8.8%	65	81.3%	8	10.0%	4.0
X1_10	0	0.0%	0	0.0%	12	15.0%	52	65.0%	16	20.0%	4.1
X1_11	0	0.0%	1	1.3%	5	6.3%	59	73.8%	15	18.8%	4.1
X1_12	0	0.0%	0	0.0%	10	12.5%	52	65.0%	18	22.5%	4.1

Source: Processed data, 2026

Based on the data processing results, the distribution of respondents' responses to the Organizational Citizenship Behavior (OCB) variable showed a positive trend. This is evident from the predominance of responses in the Agree (S) and Strongly Agree (SS) categories across all statement items.

No respondents chose Strongly Disagree (STS), and only a small proportion chose Disagree (TS) (1.3%). Meanwhile, the Somewhat Agree (CS) category ranged from 6.3% to 15.0%.

The Agree (S) category was the most dominant, with a percentage of 65.0% to 81.3%, followed by Strongly Agree (SS) at 10.0% to 26.3%. The average (mean) score for all items was in the range of 4.0–4.2, which is included in the high category.

Thus, it can be concluded that the respondents' level of Organizational Citizenship Behavior (OCB) is high, which reflects the existence of voluntary work behavior, concern, and positive contributions in the organization.

2. Distribution of Altruism Variable (X2)

The altruism variable is measured through 7 statement items that describe an attitude of caring and willingness to help others without expecting anything in return.

Table Distribution of Altruism Variables

Statement	STS		TS		CS		S		SS		Mean
	f	%	f	%	f	%	f	%	f	%	
X2_1	0	0.0%	0	0.0%	11	13.8%	45	56.3%	24	30.0%	4.2
X2_2	0	0.0%	0	0.0%	11	13.8%	44	55.0%	25	31.3%	4.2
X2_3	0	0.0%	1	1.3%	9	11.3%	44	55.0%	26	32.5%	4.2
X2_4	0	0.0%	0	0.0%	11	13.8%	46	57.5%	23	28.8%	4.2
X2_5	0	0.0%	0	0.0%	13	16.3%	43	53.8%	24	30.0%	4.1
X2_6	0	0.0%	0	0.0%	9	11.3%	49	61.3%	22	27.5%	4.2
X2_7	0	0.0%	0	0.0%	13	16.3%	43	53.8%	24	30.0%	4.1

Source: Processed data, 2026

Based on the data processing results, the distribution of respondents' responses to the Altruism variable showed a very positive trend. This is evident from the predominance of responses in the Agree (S) and Strongly Agree (SS) categories across all statement items.

There were no respondents who chose Strongly Disagree (STS), and only a small portion chose Disagree (TS), namely 1.3% in item X2_3. Meanwhile, the Somewhat Agree (CS) category ranged from 11.3% to 16.3%.

The Agree (S) category was the most dominant, with percentages ranging from 53.8% to 61.3%, followed by Strongly Agree (SS) at 27.5% to 32.5%. The average (mean) score for all items was in the range of 4.1–4.2, which is included in the high category.

Thus, it can be concluded that the respondents' level of altruism is high, which reflects an attitude of mutual assistance, concern for coworkers, and a willingness to contribute without expecting rewards in the organization.

3. Distribution of Engagement Variables Among Organizational Members (Y)

The variable of attachment between organizational members is measured through 16 statement items that reflect emotional relationships, cooperation, and communication between organizational members.

Table Distribution of Engagement Variables Among Organizational Members

Statement	STS		TS		CS		S		SS		Mean
	f	%	f	%	f	%	f	%	f	%	
Y_1	0	0.0%	0	0.0%	7	8.8%	57	71.3%	16	20.0%	4.1
Y_2	0	0.0%	0	0.0%	9	11.3%	52	65.0%	19	23.8%	4.1
Y_3	0	0.0%	0	0.0%	9	11.3%	58	72.5%	13	16.3%	4.1
Y_4	0	0.0%	0	0.0%	11	13.8%	51	63.8%	18	22.5%	4.1
Y_5	0	0.0%	0	0.0%	11	13.8%	52	65.0%	17	21.3%	4.1

Statement	STS		TS		CS		S		SS		Mean
	f	%	f	%	f	%	f	%	f	%	
Y_6	0	0.0%	0	0.0%	6	7.5%	59	73.8%	15	18.8%	4.1
Y_7	0	0.0%	0	0.0%	15	18.8%	48	60.0%	17	21.3%	4.0
Y_8	0	0.0%	0	0.0%	8	10.0%	58	72.5%	14	17.5%	4.1
Y_9	0	0.0%	0	0.0%	9	11.3%	52	65.0%	19	23.8%	4.1
Y_10	0	0.0%	0	0.0%	8	10.0%	59	73.8%	13	16.3%	4.1
Y_11	0	0.0%	0	0.0%	15	18.8%	47	58.8%	18	22.5%	4.0
Y_12	0	0.0%	0	0.0%	8	10.0%	58	72.5%	14	17.5%	4.1
Y_13	0	0.0%	0	0.0%	8	10.0%	56	70.0%	16	20.0%	4.1
Y_14	0	0.0%	0	0.0%	15	18.8%	52	65.0%	13	16.3%	4.0
Y_15	0	0.0%	0	0.0%	12	15.0%	51	63.8%	17	21.3%	4.1
Y_16	0	0.0%	0	0.0%	9	11.3%	53	66.3%	18	22.5%	4.1

Source: Processed data, 2026

Based on the data processing results, the distribution of respondents' responses to the variable "Attachment Among Organizational Members" shows a positive trend. This is evident from the predominance of responses in the "Agree" (S) and "Strongly Agree" (SS) categories across all statement items.

No respondents chose the Strongly Disagree (STS) or Disagree (TS) categories. Meanwhile, the Somewhat Agree (CS) category ranged from 7.5% to 18.8%.

The Agree (S) category was the most dominant, with percentages ranging from 58.8% to 73.8%, followed by the Strongly Agree (SS) category at 16.3% to 23.8%. The average (mean) score for all items ranged from 4.0 to 4.1, which is considered high.

Thus, it can be concluded that the level of engagement between members of the respondent's organization is high, which reflects the existence of good working relationships, a sense of togetherness, and active involvement between members in the organization.

3.2. The Influence of Organizational Citizenship Behavior (OCB) on Engagement Between Organizational Members

Based on the results of the t-test analysis, the calculated t-value was $6.111 > t\text{-table } 1.991$ with a significance of $0.000 < 0.05$, which indicates that Organizational Citizenship Behavior (OCB) has a positive and significant effect on the attachment between organizational members. In addition, the regression coefficient value of 0.633 indicates that every increase in OCB will increase the attachment between organizational members.

Descriptively, the OCB variable has a mean value ranging from 4.0 to 4.2, which is considered high. This indicates that employees at the Bernai Jaya Sejahtera Services Cooperative have demonstrated voluntary behaviors such as helping coworkers, maintaining good working relationships, and contributing beyond formal duties.

These findings indicate that OCB behavior plays a crucial role in building harmonious social relationships among organizational members. When employees take the initiative to help and support one another, a strong sense of togetherness and commitment is fostered.

The results of this study align with those of Apriliani and Wati (2023), who stated that organizational support can increase OCB and organizational commitment. This commitment then strengthens members' attachment to the organization. Furthermore, research by Indrawanto and Puspitadewi (2024) showed that group cohesiveness is positively related to OCB, meaning that the higher the group interaction and solidarity, the higher the OCB behaviors exhibited.

Thus, it can be concluded that OCB is an important factor in creating bonds between organizational members through improving interpersonal relationships and teamwork.

a. The Influence of Altruism on the Bonding Between Organizational Members

The t-test results show that the altruism variable has a calculated t-value of $8.644 > t\text{-table } 1.991$ with a significance of $0.000 < 0.05$, so it can be concluded that altruism has a positive

and significant effect on the bond between organizational members. The regression coefficient value of 1.121 indicates that altruism has a greater influence than OCB.

Descriptively, the altruism variable has a mean value between 4.1 and 4.2, which is considered high. This indicates that employees demonstrate a helpful attitude, care for their coworkers, and are willing to contribute without expecting anything in return.

Altruism is a crucial factor in building emotional bonds between organizational members. When individuals demonstrate selfless caring and assistance, a strong sense of mutual trust and solidarity is fostered. This directly strengthens the bonds between organizational members.

The results of this study are supported by research by Resa et al. (2017) and Kurniawati and Jaidi (2020), which found that cohesiveness and job satisfaction positively influence OCB. In this case, altruism is a concrete manifestation of this cohesiveness, as mutual assistance is at the heart of social relationships within organizations.

Thus, it can be concluded that altruism has a very strong role in forming bonds between organizational members, even more dominant than OCB.

b. The Simultaneous Influence of OCB and Altruism on the Engagement Between Organizational Members

Based on the results of the F test, the calculated F value was $52.144 > F$ table 3.12 with a significance of $0.000 < 0.05$, which shows that OCB and altruism simultaneously have a significant effect on the attachment between organizational members.

In addition, the R Square value of 0.575 shows that 57.5% of the variation in attachment between organizational members can be explained by the OCB and altruism variables, while the remaining 42.5% is influenced by other variables outside the study.

These results indicate that the combination of OCB and altruism can create a positive, cooperative, and mutually supportive work environment. These two variables complement each other in building strong interpersonal relationships within an organization.

This finding aligns with research by Janah et al. (2020), which states that organizational commitment and the work environment simultaneously have a positive effect on OCB. A conducive work environment will encourage positive behaviors such as OCB and altruism, which ultimately strengthens the bond between organizational members.

Thus, it can be concluded that OCB and altruism together are the main determinants in increasing the attachment between organizational members.

c. Interaction Patterns between Leaders and Employees

Based on the research results, the interaction pattern between leaders and employees at the Bernai Jaya Sejahtera Services Cooperative shows a fairly good relationship, which is reflected in the high values of OCB, altruism, and attachment between members of the organization.

Leadership plays a strategic role in creating a conducive work environment through open communication, support, and recognition of employee contributions. Positive interactions between leaders and employees will encourage OCB and altruism.

Empirically, the high mean score for the engagement variable among organizational members (4.0–4.1) indicates that working relationships between members have been well-established. This is inseparable from the role of leadership in building a supportive organizational culture.

Research by Apriliani and Wati (2023) confirms that organizational support from leaders can increase OCB and employee commitment. Furthermore, research by Indrawanto and Puspitadewi (2024) also shows that strong group cohesiveness can increase positive interactions within an organization.

Thus, a positive interaction pattern between leaders and employees is a crucial factor in strengthening OCB, altruism, and the bond between organizational members. Harmonious interactions will create a productive, collaborative, and togetherness-oriented work environment.

4. Conclusion

Based on the results of research and discussion regarding the influence of Organizational Citizenship Behavior (OCB) and altruism on the bond between organizational members at the Bernai Jaya Sejahtera Services Cooperative, the following conclusions can be drawn:

1. Organizational Citizenship Behavior (OCB) has a positive and significant effect on engagement among organizational members. This is evidenced by a t-value of $6.111 > 1.991$ and a significance level of $0.000 < 0.05$. This means that the higher the OCB behaviors demonstrated by employees, such as helping coworkers, volunteering, and showing concern for the organization, the higher the engagement among organizational members.

2. Altruism has a positive and significant effect on the bond between organizational members. This is evidenced by the calculated t-value of $8.644 > 1.991$ and a significance level of $0.000 < 0.05$. Furthermore, altruism is the most dominant variable in this study. This indicates that mutual assistance and selfless concern play a significant role in strengthening relationships between organizational members.
3. Organizational Citizenship Behavior (OCB) and altruism simultaneously significantly influence the engagement between organizational members. This is indicated by the calculated F value of $52.144 > 3.12$ with a significance of $0.000 < 0.05$. The coefficient of determination ($R^2 = 0.575$) indicates that 57.5% of the engagement between organizational members can be explained by these two variables, while the remainder is influenced by other factors outside the study.
4. Interaction patterns between leaders and employees demonstrate a positive relationship and support the development of OCB, altruism, and engagement among organizational members. Open interactions, good communication, and support from leaders encourage mutually supportive behavior and strengthen working relationships among organizational members.

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