
GREEN CAMPUS COMPETITIVENESS: IMPLEMENTATION OF SERVANT LEADERSHIP

Roy Setiawan¹, Anis Eliyana^{2,*}, Tatik Suryani³

^{1,2}*Department of Management, Faculty of Economics and Business, Universitas Airlangga, Indonesia*

³*Department of Management, Sekolah Tinggi Ilmu Ekonomi Perbanas, Surabaya, Indonesia*

*E-mail: ²*anis.eliyana@feb.unair.ac.id (Corresponding author)*

Received 20 November 2019; accepted 10 April 2020; published 30 June 2020

Abstract. In order to achieve the best performance and innovation, every organizations have to achieve its competitive advantage. The advantage which comes from the employee is the extra role behaviour (Organizational Citizenship Behaviour or OCB). As the requisite for it, the other supporting factors are needed. Those factors are Servant Leadership and Organizational Commitment. In this research, Organizational Commitment is significantly affect OCB, and Servant Leadership is not significantly affect OCB. But Servant Leadership could affect OCB, through Organizational Commitment as an intervening variable at the green campus context.

Keywords: Servant Leadership; Organizational Commitment; Organizational Citizenship Behaviour; Green Campus

Reference to this paper should be made as follows: Setiawan, R., Eliyana, A., Suryani, T. 2020. Green campus competitiveness: implementation of servant leadership. *Journal of Security and Sustainability Issues*, 9(4), 1237-1242. [https://doi.org/10.9770/jssi.2020.9.4\(10\)](https://doi.org/10.9770/jssi.2020.9.4(10))

JEL Classifications: D23

1. Introduction

In the current era of globalization, universities are required to produce quality and relevant innovations. The Indonesian government tighten regulations related to the environment (Agustia et al., 2019). This need is a consequence of global competition in the world of higher education (Hamid et al., 2015). The birth of innovation in an organization cannot be separated from the role of humans in it. Human quality in the organization greatly determines the competitiveness of the organization. Innovations that are born can cover many aspects, one of which is how to manage an environmentally friendly organization (Green Campus). The researchers stated that in the process of giving birth to new innovations, it is necessary to have a strong Organizational Citizenship Behavior (OCB) in each member of the organization (Akturan and Çekmecelioğlu, 2016; Tai et al., 2012). The adoption of eco-friendly operations and products increased an organisation's competitive advantage (Sukoco et al., 2018). Higher education as an organization has characteristics that are somewhat different from other organizations. The traditional organizational structure of higher education shows power and authority centered on departments or faculties. Another feature that marks the organization of higher education is unstructured management practices and loose control as organized anarchy. With the characteristics of universities like that, of course leadership that is different from leadership in other organizations is needed (Birnbaum and Edelson, 1989). There are not many campuses that declare themselves as green campuses in Surabaya, where the green campus can be interpreted as building design, education policy, rules of life on campus, and environmentally friendly culture. Therefore it is very interesting to examine campus leadership in Surabaya which has declared itself to be a distinguishing green campus from other campuses (Choi et al., 2017; Ribeiro et al., 2019).

Previous studies stated that the formation of OCB was strongly influenced by Servant Leadership (Harwika, 2016; Newman et al., 2015). However, research on Servant Leadership in forming OCB in universities that embraces a green campus spirit is very rarely found, therefore in this article we will examine how the relationship of Servant Leadership and OCB through the Organizational Commitment to the green campus context as a result of innovation.

2. Literature Review

Servant Leadership as a practical altruistic philosophy that supports people who choose to first serve, and then lead as a way to expand services to individuals and institutions. Servant Leadership encourages collaboration, trust, foresight, listening, and ethical use of power and empowerment. Servant leadership as one of the biggest forms of charismatic leadership is influenced by morals, which is shown by its most important characteristics in the form of humility, relational power, autonomy, moral development of followers, and emulation of leader's service orientation (Ding, 2012).

Organizations need employees who have high organizational commitment so that the organization can continue to survive and improve the services and products it produces. Employees who have high organizational commitment are employees who are more stable and more productive so that in the end it is also more profitable for the organization. The feeling of attachment to philosophy and work units is likely to survive in the work unit will be higher than employees who do not have a sense of attachment to the work unit. Organizational commitment is a strong desire or motive to remain a member of the organization; a desire to show a high level of effort in the name of the organization; and strong beliefs in accepting the values and goals of the organization (Cheasakul and Varma, 2016; Tarikh et al., 2016; Muradl, Ahmadov, 2019).

OCB is free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Or in other words, OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. Free in the sense that the behavior is not a requirement that must be carried out in certain roles or certain job descriptions, or behavior that is a personal choice. OCB is also often interpreted as behavior that exceeds formal obligations (extra roles) that are not related to direct compensation. That is, someone who has a high OCB will not be paid in the form of certain money or bonuses, but OCB is more about the social behavior of each individual to work beyond what is expected, such as helping colleagues during voluntary breaks is one example (Akturan and Çekmecelioğlu, 2016; Chen et al., 2018; Dirican and Erdil, 2016). In previous studies, servant leadership had an effect on organizational commitment and OCB (Newman et al., 2015; Van Dierendonck, 2010).

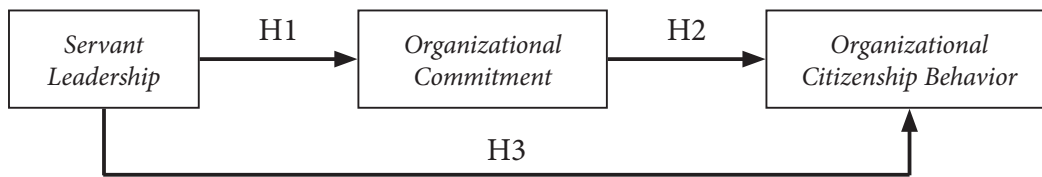
3. Method and Measurements

The green campus referred to in this study is a campus that officially declares itself as an environmentally friendly campus both in terms of buildings, policies, rules, and culture. The population of this study was 307 employees at the Green Campus in Surabaya with the number of samples studied was 110 employees. These 307 people are non-academic employees who work in all support units or bureaus on the green campus in Surabaya. Processing data in this study uses the path analysis method and assisted with SPSS software. The path analysis method is used to determine the magnitude of the indirect effect of the variables under study so that it can contribute to the scientific world.

The measurement of servant leadership used in this study is based on 7 dimensions of Liden et. al., (1979) and organizational commitment based on the Mowday (1979) and Organ (1997).

3.1. Research Model

The following is the research model presented.



Figures 1. Research Model

3.1.1. Hypotheses

The following is the hypothesis in this study:

Hypotheses 1 : Servant Leadership influences Organizational Commitment

Hypotheses 2 : Organizational Commitment influences Organizational Citizenship Behaviour

Hypotheses 3 : Servant Leadership influences Organizational Citizenship Behaviour

4. Results

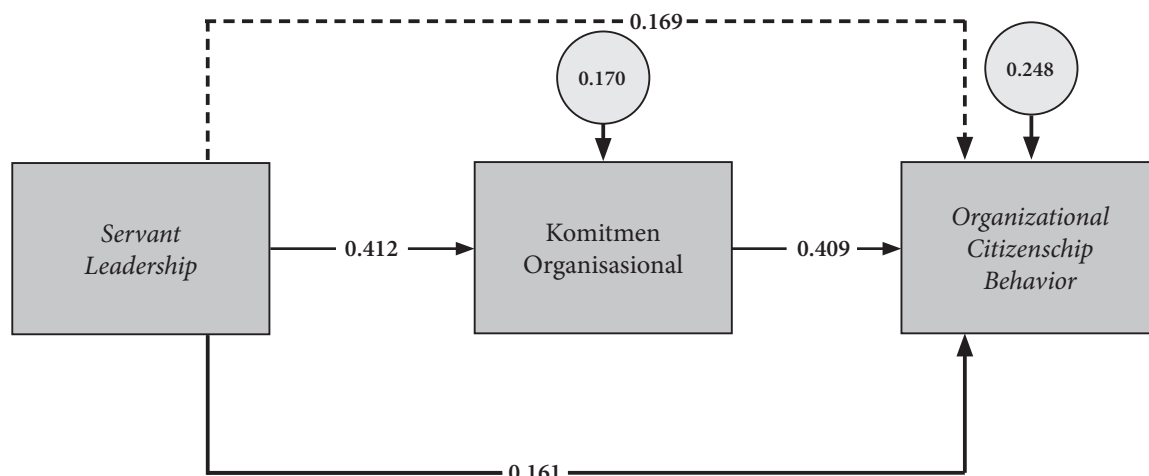
All question items that measure servant leadership, organizational commitment, and OCB variables have corrected item-total correlation values that are greater than the r table value at n = 110 which is 0.187. Thus, all question items that measure servant leadership variables can be declared valid.

The magnitude of the Cronbach alpha value in each dimension and the servant leadership, organizational commitment, and OCB variables has been greater than the critical value of 0.6, thus the question items that measure each research variable used can be stated to have fulfilled reliability.

Based on the results of the regression analysis in models 1 and 2 can be described the estimation results of the path coefficient as follows

Model	Endogen	Eksogen	Beta	t	Sig t
I	Organizational Commitment	<i>Servant Leadership</i>	0.412	4.702	0.000
II	<i>Organizational Citizen Behaviour</i>	<i>Servant Leadership</i>	0.161	1.755	0.082
		Organizational Commitment	0.409	4.446	0.000

Figures 2. Path Analysis



Figures 3. Result Model Analysis

Thus hypothesis 1 and hypothesis 2 are accepted, and hypothesis 3 is rejected, and organizational commitment variables act as mediators according to the results shown in Figures 2 and Figures 3.

5. Discussions

Servant leadership behavior between leaders and subordinates will encourage the organizational commitment of employees. The concern of leaders for employees besides making employees will be loyal to the organization; will make employees continue to strive to provide the best results of their efforts to increase success for the organization. Individuals who have high commitment are able to show OCB behavior as a result of attitudes that are passed on in the form of behavior. With the high organizational commitment of employees, it can make employee OCB behavior emerge, so that employees will show voluntary behavior that is not included in the job description and without orders from superiors.

This study shows that if the organization wants employees to show extra role behavior that can be an advantage and added value for the organization, then the organization must provide positive support for employees so that employee perceptions of servant leadership become high, then a commitment to the organization will be formed, will be followed by OCB.

The servant leadership behavior that must be truly demonstrated is how leaders prioritize the interests of employees. This will form a good perception of the employee towards the leader, so that the employee will commit which will then shape OCB. This clearly shows that employees who have had a long working period in the organization show OCB, so that it can be learning for managerial roles of employees.

In addition, to maintain OCB, the organization can continue to enhance the planting of good value, and continue to build organizational culture that is in accordance with the value of the organization. This can be started from the leader's example to show his commitment to good value. Thus, employees will always give birth to new ideas.

6. Conclusion

The conclusion of this study is that servant leadership has an influence on organizational commitment and OCB both directly and indirectly. However, the indirect effect caused by organizational commitment variables is greater so that it acts as a mediator variable in this study. Therefore, in increasing OCB it is suggested that the servant leadership pattern that is applied as high as possible can generate organizational commitment.

References

- Agustia, D., Sawarjuwono, T., and Dianawati, W. (2019). The mediating effect of environmental management accounting on green innovation - Firm value relationship. *International Journal of Energy Economics and Policy*, 9, 299-306. <https://doi.org/10.32479/ijeep.7438>
- Akturan, A. & Çekmecelioğlu H.G. (2016). The Effects of Knowledge Sharing and Organizational Citizenship Behaviors on Creative Behaviors in Educational Institutions. *Procedia - Social and Behavioral Sciences*, 235, 42-50. <https://doi.org/10.1016/j.sbspro.2016.11.042>
- Birnbaum, R., & Edelson, P.J. (1989). How Colleges Work The Cybernetics of Academic Organization and Leadership. *The Journal of Continuing Higher Education*, 37(3), 27-29. <https://doi.org/10.1080/07377366.1989.10401184>
- Cheasakul, U., & Varma, P. (2016). The influence of passion and empowerment on organizational citizenship behavior of teachers mediated by organizational commitment. *Contaduría y Administración*, 61(3), 22-40. <http://dx.doi.org/10.1016/j.cya.2016.04.003>
- Chen, C-T, Hu, H-H S., & King, B. (2018). Shaping the organizational citizenship behavior or workplace deviance Key determining factors in the hospitality workforce. *Journal of Hospitality and Tourism Management*, 35, 1-8. <https://doi.org/10.1016/j.jhtm.2018.01.003>
- Choi, Y., Oh, M., Kang, J., & Lutzenhiser, L. (2017). Plans and Living Practices for the Green Campus of Portland State University, *Sustainability*, 9(2), 252 <https://doi.org/10.3390/su9020252>
- Ding, D. (2012). Relationship of Servant Leadership and Employee Loyalty The Mediating Role of Employee Satisfaction. *iBusiness*, 04 (03), 08-15. <http://dx.doi.org/10.4236/ib.2012.43026>
- Dirican, A. H. & Erdil, O. (2016). An Exploration of Academic Staff's Organizational Citizenship Behavior and Counterproductive Work Behavior in Relation to Demographic Characteristics. *Procedia - Social and Behavioral Sciences*, 235, 51-60. <https://doi.org/10.1016/j.sbspro.2016.11.043>
- Hamid, M. R. A., Abdullah, M., Mustafa, Z., Abidin, N. B. b Z., & Ahmad, H. (2015). Conceptual Framework of Innovation Excellence Model for Higher Education Institutions. *Procedia - Social and Behavioral Sciences*, 174, 46-48 <https://doi.org/10.1016/j.sbspro.2015.01.977>
- Harwiki, W. (2016). The Impact of Servant Leadership on Organization Culture Organizational Commitment Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences*, 219, 83-90. <https://doi.org/10.1016/j.sbspro.2016.04.032>
- Liden, R. C., Wayne, S. J., Zhao, H. & Henderson, D. (2008). Servant leadership Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 61-77. <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Mowday, S. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, 14, 24-47. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
- Muradl, N., Ahmadov, F. (2019). Managing contradiction and sustaining sustainability in inter organizational networks through leadership: A case study. *Entrepreneurship and Sustainability Issues*, 6(3), 1155-1069. [http://doi.org/10.9770/jesi.2019.6.3\(14\)](http://doi.org/10.9770/jesi.2019.6.3(14))
- Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2015). How Servant Leadership Influences Organizational Citizenship Behavior The Roles of LMX Empowerment and Proactive Personality. *Journal of Business Ethics*, 145(1), 49-62. <https://doi.org/10.1007/s10551-015-2827-6>
- Organ, D. W. (1997). Organizational Citizenship Behavior It's Construct Clean-Up Time. *Human Performance*, 10(2), 85-97 https://doi.org/10.1207/s15327043hup1002_2
- Ribeiro, J. M. P., Hoeckesfeld, L., BocaSanta, S. L., Araujo, G. G. M., Jonck, A. V., Berchin, I. I., & de Andrade Guerra, J.B. S. O. (2019). Students' Opinion About Green Campus Initiatives. A South American University Case Study, 437-452 https://doi.org/10.1007/978-3-030-15864-4_26
- Sukoco, B.M., & Suprayogi, N., & Aini, H.N. (2018). The Effects of Market Orientation on Environmental Social Responsibility Programs The Moderating Effects of Institutional Pressures Pertanika. *Journal of Social Science and Humanities*, 26
- Tai, C-C. L., Chang, C-M., Hong, J-Y & Chen, L-C. (2012). Alternative Models for the Relationship among Leadership Organizational Citizenship Behavior and Performance A Study of New Product Development Teams in Taiwan. *Procedia - Social and Behavioral Sciences*, 57, 511-517 <https://doi.org/10.1016/j.sbspro.2012.09.1218>
- Tharikh, S. M., Ying, C. Y., Mohamed, S.Z. & Sukumaran, K. A. P. (2016). Managing Job Attitudes The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. *Procedia Economics and Finance*, 35, 04-11. [https://doi.org/10.1016/S2212-5671\(16\)00074-5](https://doi.org/10.1016/S2212-5671(16)00074-5)

Van Dierendonck, D. (2010). Servant Leadership. A Review and Synthesis Journal of Management, 37(4), 28-61. <https://doi.org/10.1177/0149206310380462>

Acknowledgements

The authors would like to thank the editor and anonymous reviewers for their supportive comments and suggestions. The authors received no direct funding for this research.

Roy SETIAWAN is a doctoral student of Universitas Airlangga, Indonesia. His research interest is human resource management, organizational behaviour, and leadership.

ORCID ID: <https://orcid.org/0000-0003-2934-7983>

Anis ELIYANA is a Professor and also a lecturer of Universitas Airlangga, Indonesia. Her current research focuses include human resource management, organizational behaviour, safety and health, and spiritual leadership.

ORCID ID: <https://orcid.org/0000-0003-2172-5935>

Tatik SURYANI is Professor of Management Department of Sekolah Tinggi Ilmu Ekonomi Perbanas, Indonesia. Her current research focuses include human resource management, organizational behaviour, and entrepreneurship

ORCID ID: <https://orcid.org/0000-0002-7472-9617>

This work is licensed under the Creative Commons Attribution International License (CC BY).
<http://creativecommons.org/licenses/by/4.0/>

