Servant Leadership

by Eddy M. Sutanto

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Servant Leadership: Its Role on Organizational Citizenship Behavior through Job Satisfaction and Organizational Commitment

Eddy Madiono Sutanto[1]*, Vincentius Reyner Budi Saputra Hoo [2]
[1]School of Business and Management, Petra Christian University, Surabaya, Indonesia
[2]School of Business and Management, Petra Christian University, Surabaya, Indonesia

Abstract

This research is based on the gaps and aims to recognize the relationship between servant leadership on organizational citizenship behavior and servant leadership on organizational citizenship behavior through job satisfaction and organizational commitment as mediation variables. There are research gaps between servant leadership and organizational citizenship behavior. The research confirms that servant leadership has no impact on organizational citizenship behavior. However, job satisfaction and organizational commitment are crucial and significant in that relationship. The research uses quantitative research with a purposive sampling technique. The population is employees in Surabaya, with 37 respondents as a sample. The data processing technique uses SmartPLS. The results indicate that servant leadership has no impact on organizational citizenship behavior. In addition, when mediated by job satisfaction and organizational commitment, servant leadership significantly impacts organizational citizenship behavior. Servant leadership itself has no significant impact on organizational citizenship behavior. However, the existence of other beneficial variables is necessary. Further research needs to get consistent results.

Keywords—Job satisfaction; organizational citizenship behavior; organizational commitment; Servant leadership

Abstrak

Penelitian ini didasarkan adanya *research gap* dan bertujuan untuk mengetahui hubungan antara kepemimpinan pelayan terhadap perilaku anggota organisasi dan kepemimpinan pelayan terhadap perilaku anggota organisasi melalui kepuasan kerja dan komitmen organisasi sebagai variabel mediasi. Ada kesenjangan penelitian antara kepemimpinan pelayan dan perilaku anggota organisasi. Penelitian menegaskan bahwa kepemimpinan pelayan secara individu tidak berdampak pada perilaku anggota organisasi. Namun, kepuasan kerja dan komitmen organisasi memiliki peran penting dan signifikan dalam hubungan itu. Penelitian ini menggunakan penelitian kuantitatif dengan teknik *purposive sampling*. Populasi dalam penelitian ini adalah karyawan di Surabaya dengan jumlah sampel sebanyak 37 responden. Teknik pengolahan data menggunakan SmartPLS. Hasilnya menunjukkan bahwa kepemimpinan pelayan tidak berdampak pada perilaku anggota organisasi. Selain itu, ketika dimediasi oleh kepuasan kerja dan komitmen organisasional, kepemimpinan pelayan memiliki dampak yang signifikan terhadap perilaku anggota organisasi. Kepemimpinan yang melayani itu sendiri tidak memiliki dampak yang signifikan terhadap perilaku anggota organisasi. Namun, keberadaan variabel menguntungkan lainnya diperlukan. Penelitian lebih lanjut perlu mendapatkan hasil yang konsisten.

Kata kunci— Kepuasan kerja; perilaku kewarganegaraan organisasional; komitmen organisasional; kepemimpinan pelayan

I. INTRODUCTION

The Covid-19 pandemic is a pandemic that has had a significant impact on the world, including Indonesia. The number of Covid-19 cases in Indonesia itself continues to grow. Until August 25, 2021, Covid-19 cases have reached more than 4 million confirmed infected with the Covid-19 virus, with active cases of more than 250 thousand people (Covid-19 Handling Task Force, 2021). This significant number increase forced the government to decide and issue a new policy, PPKM micro, which imposes restrictions on micro-scale community activities. This new policy is needed to reduce and prevent the spread of Covid-19, but at the same time, it impacts Indonesia's economy. The General Chairperson of the Entrepreneurs Association of Indonesia explained that continuous restrictive activities would result in a lack of strength for business people to maintain their businesses (Prakoso, 2021, April 8). The Covid-19 virus also creates much uncertainty that impacts the disruption of individual mental health. Not to mention the addition of emergence of new Covid-19 variants, such as the Alpha, Beta, Gamma, and Delta variants which are increasingly causing anxiety in people's hearts (World Health Organization, 2021); this unrest further encourages disruption of workers' mental health, which causes a decrease in the performance of these workers.

To maintain performance and business from these uncertain conditions, not only by having solid financial capabilities but also good human resource management. In running a business, human resources, commonly called HR, is an essential asset for an organization or company (Ejiogu & Ejiougu, 2018). Human resources are the driving force or wheel of the company. With human resources, innovations will materialize, creating advantages for the company (Chatzoglou & Chatzoudes, 2017). Human resources themselves also drive the sustainability of the organization. In practice, there are many ways to support and sustain the innovation and performance of company employees. One of these ways is through a reward and punishment system (Gamma, Mai, Cornetta, & Loock, 2020). However, exemplary leadership from the company is also needed and supported by the individual's behavior to improve individual performance. There are various kinds or forms of behavior. One form of this behavior is called organizational citizenship behavior.

Organizational citizenship behavior is often associated with roles at work. Organizational citizenship behavior is an essential factor in the sustainability of an organization. Organizational citizenship behavior, commonly abbreviated as OCB, is defined as a form of individual discretionary behavior in carrying out the owned role, which is indirectly recognized by the system. However, the individual's behavior affects the organization's effectiveness (Organ, 1988). The same thing was defined by Neessen, De Jong, and Caniëls (2020), that organizational citizenship behavior leads to working voluntarily without any rewards being given and causing the organization's development. It proves that it is undeniable that organizational citizenship behavior is related to an individual's sense of ownership of the organization. The higher the sense of ownership of an individual, the higher the effectiveness and performance of the organization because the individual will try to give his best and work beyond his role. In addition, a high sense of ownership (OCB) will encourage high loyalty, increase customer satisfaction, increase finances, and have a high tolerance that will further encourage the organization's effectiveness (Organ, 2018). If the individual's sense of ownership is low, the effectiveness and performance of the organization will also be low. Individuals will only work based on what is requested and ordered. In research conducted by Yu, Park, and Hyun (2021), organizational citizenship behavior can help maintain organizations during a pandemic. Also, according to Yu et al. (2021), organizational citizenship behavior can help increase effectiveness and productivity during a pandemic because there is a desire to work beyond the role assigned. Many factors influence organizational citizenship behavior itself. One of the factors that influence organizational citizenship behavior is leadership.

Good leadership is needed to run a company and build behavior. Leadership is necessary for managing human resources, but at the same time, it is essential to run and develop a company or organization. Through leadership, a company or organization can become more developed. Leadership will also influence the company to achieve goals and objectives (Sihombing, Astuti, Musadieq, Hamied, & Rahardjo, 2017). Leadership is a person's ability to lead an organization or group (Cambridge dictionaries online, 2021). There are many leadership styles for running a business; each leader in a company or organization has his way or style of leadership. One of the various styles of leadership is servant leadership. According to Jiminez, Burleson, and Haugh (2021), servant leadership is a good form of leadership during the Covid-19 pandemic because of its serving leadership style.

Eva, Robin, Sendjaya, Dienrendonck, and Liden (2019) explain servant leadership as a form of leadership that is different from other leadership, shown through a leader who prioritizes the interests and service of others. Leaders with the servant leadership model will voluntarily serve the interests of others, including employees and stakeholders. This understanding is also supported and added by Northouse (2015), that servant leadership is the

principle of caring. In contrast to other leadership, the focus of servant leadership is on the growth and development of the individual itself. A servant leader is more to direct individuals compared to governing individuals. By prioritizing his followers, a servant leader builds trust and inspires these individuals so that they can support organizational growth (Aboramadan, Dahleez, & Ahmad, 2021). The servant leader's focus is humility, interpersonal relationships, service, community formation, commitment, and the future (Hoch, Bommer, Dulebhon, & Wu, 2016). Leadership factors and the characteristics of servant leadership itself can increase employee satisfaction (job satisfaction) and organizational commitment (organizational commitment).

Job satisfaction, or job satisfaction, is one factor that influences individual performance in an organization or company. Hoboubi, Choobineh, Ghanavati, Keshaverzi, and Hosseini (2017) defined job satisfaction as the feeling or level of satisfaction felt by an individual towards a job that the individual has. The level of satisfaction will affect individual attitudes at work. Job satisfaction itself is often associated with psychological needs. Several factors, such as type of work, working conditions/place, job responsibilities, interpersonal relationships, rewards, achievements, challenges, and leadership, will influence psychological needs (Aboramadan et al., 2021). If the needs of these individuals are met, the level of individual satisfaction will be higher, which will support the level of work productivity, which will also be higher. High job satisfaction can also help companies survive and compete with their competitors.

Conversely, low job satisfaction will harm the company or organization. If the level of satisfaction is low, individual productivity will be low, leading to a high turnover rate (Hamdan, Al-Zubi, & Barakat, 2020). The influence of job satisfaction does not stop there but also influences whether or not organizational citizenship behavior increases. Individuals with a high level of satisfaction will encourage a sense of belonging in the organization. In addition to job satisfaction, this ownership factor is also supported by the level of organizational commitment.

Organizational commitment is one of the most critical things in a company besides job satisfaction. Organizational commitment is an attitude that reflects individual loyalty to the organization (Indarti, Solimun, Fernandez, & Hakim, 2017). Organizational commitment discusses a sense of involvement and individual loyalty to the organization. There are three things to see in organizational commitment: a sense of trust in organizational values and goals, a willingness to work hard for the sake of the organization, and the desire to stay in the organization (Chordiya, Sabharwal, & Goodman, 2018). Through these three things, organizations or companies can assess how high or low the level of organizational commitment is. The higher the organizational commitment of an individual, the higher the performance or involvement and sense of ownership (OCB) of the individual, which then helps an organization to be able to survive in the face of threats from within and outside. Organizational commitment has three types: affective commitment, continuance commitment, and normative commitment. Each type represents different things (Yousef, 2017).

This research is based on differences or gaps in the previous research conducted by Setiawan, Eliyana, and Suryani (2020) with those conducted by Hamdan et al. (2020). In a study by Setiawan et al. (2020), servant leaders has an insignificant or negative impact on organizational citizenship behavior. Different results were shown in a study conducted by Hamdan et al. (2020). In the research by Hamdan et al. (2020), servant leadership has a positive or significant influence on organizational citizenship behavior. Through the differences in the research results, this study will attempt to resolve these problems by proving whether or not there is a significant relationship between servant leadership and organizational citizenship behavior. The research was carried out by adding different mediations. The mediation used in this research is job satisfaction and organizational commitment. Adding job satisfaction mediation and organizational commitment is used to create new research and deepen and expand previous research (Hamdan et al., 2020; Setiawan et al., 2020).

This research is also based on the business phenomenon. PT XYZ is a company that distributes electrical equipment and builds goods and logistics. Based on brief interviews, data and responses obtained showed a relationship between servant leadership from company directors and organizational citizenship behavior at PT XYZ (Dewi, personal interview, September 30, 2021). Employees feel that there is a leader, namely the director of the company himself, who directly participates in serving and helping employees to make employees voluntarily, such as giving directions at work. The act of a leader who helps and serves voluntarily indicates servant leadership, namely voluntary subordination. In addition, based on the results of interviews, one of the employees explained that the leader respects every company member. It shows an indicator form of servant leadership, namely, conventional relationships. These actions alone make employees more comfortable in the organization. The company employees also explained that if the current head of the company was someone else, then the employees had thought about resigning. This statement indicates a comfortable feeling that comes from

leadership which further encourages employees to be more loyal to the organization. Loyalty to the organization is one of the effects of high OCB in the company. However, at the same time, over the last five years, at least one person has felt uncomfortable and left the company every year. Based on the interview results, the employee leaving was due to discomfort and dissatisfaction with the leadership at PT XYZ (Diah, personal interview, September 30, 2021). Based on the results of a brief observation conducted on September 30, 2021, not all company members had the initiative to help other workers even though they were busy with their respective activities or playing on their cell phones. At the same time, several members have the initiative to help (altruism). Several company members took the initiative to help check goods, and others also took the initiative to help the warehouse and logistics department when the supply of goods arrived. This lack of initiative or assistance from employees is also supported by the results of an interview with one of the employees, who explained that he only works to earn money (Lisa, personal interview, September 30, 2021). In addition, based on the results of observations from September 29, 2021, to September 30, 2021, it was found that several employees did not show active behavior in the company (civic virtue). Employees need to be more initiative in responding and only respond when asked directly by the leadership but want to provide feedback, suggestions, or criticism based on the employee's initiative.

Based on the phenomenon and the gaps in previous research, this research determines whether servant leadership positively influences organizational citizenship behavior. This study also uses job satisfaction and organizational commitment as mediating variables. Adding these two mediating variables is intended to create novelty in existing research. In addition, this variable determines whether servant leadership influences organizational citizenship behavior through job satisfaction and organizational commitment as mediating variables.

II. Literature Review

A. Servant Leadership

Leadership means a leader's ability to encourage followers to face a problem and to run it. It is necessary to provide a vision and influence to followers (Heifetz & Neustadt, 1994; Redmond & Dolan, 2016). There are different leadership types, and one is called servant leadership. Servant leadership is a concept that was born in 1970 by Robert Greenleaf. Servant leadership itself comes from the words "server" and "leader," which means a leader who serves (Hamdan et al., 2020). In practice, a servant leader is influential in making his followers become individuals who love the organization more to achieve organizational goals (Khan et al., 2022). According to Greenleaf (1970, 1977), a servant leader focuses on the needs of followers and stakeholders (Hoch et al., 2016). In addition, servant leadership also focuses on individual development and growth, as well as encouraging followers to be servant-leaders. Greenleaf (1977) explains, "The servant-leader is servant first. It begins with the natural feeling to serve first, and conscious choice brings one to aspire to lead." Based on this concept, a leader becomes a servant first—from the desire to serve and help others beyond their interests. Barbuto and Wheeler (2006) and Qiu and Dooley (2019) state that five factors influence servant leadership: altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship.

Eva et al. (2019) explain that servant leadership is a new approach that emerges when a leader prioritizes meeting individual needs and orients attention to the organization. According to experts, by combining the servant leadership concept and the definition of leadership, servant leadership is a leader's ability to manage his organization by serving (Greenleaf, 1977; Eva et al., 2019). Servant leadership also an ability to influence followers to become a leader who serves by serving. Spears (2010) explains that servant leadership has ten main characteristics: empathy, commitment to growth, awareness, persuasion, conceptualization, listening, foresight, stewardship, healing, and community-building (Hoch et al., 2016). Each characteristic reflects a servant leader's image, skills, and abilities in leading his or her organization. Sendjaya, Sarros, and Santora (2008) and Sendjaya, Eva, Butar, Robin, and Castles (2019) proposed six dimensions: voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, and transforming influence.

B. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a behavior form. Organ first introduced OCB in 1983 (Organ, 2018). Organ (2018) states that organizational citizenship behavior affects organizational effectiveness and efficiency. The higher the level of OCB an individual has, the higher the work productivity. According to Basu, Pradhan, and Tewari (2017), many things influence organizational citizenship behavior, such as employee behavior, trust, organizational commitment, job satisfaction, and leadership.

Many studies discuss organizational citizenship behavior. According to Organ (1988), OCB is someone's behavior in carrying out a role more than what is owned and indirectly recognized by the system. However, the

individual's behavior affects the organization's effectiveness (Somech & Ohayon, 2020). Neessen et al. (2021) explain that OCB is a behavior that leads to working voluntarily without any reward given and causes organizational development. Judge and Robbins (2017) define OCB as a discretionary behavior that is carried out voluntarily and contributes to the work environment.

Based on this definition, OCB is the behavior of individuals to work voluntarily and provide more roles or contributions to the organization without expecting a reward, as well as increasing the effectiveness organization's performance. Allison, Voss, and Dryer (2001) explain that there are five dimensions to measure OCB: civic virtue, altruism, courtesy, conscientiousness, and sportsmanship.

C. Job Satisfaction

Job satisfaction is one factor that affects individuals' performance in organizations or companies. Job satisfaction is often associated with the psychological needs of individuals. If these individuals have met their needs, the level of individual satisfaction will be higher. It will support a higher level of work productivity.

Wood defines job satisfaction as the extent to which a person feels positive or negative about his job, which is emotional towards the task and the physical and emotional conditions of the workplace (Sutanto & Gunawan, 2013). Hoboubi et al. (2017) define job satisfaction as a feeling or level of satisfaction felt by an individual towards a job that the individual has.

Yousef (2017) explains that job satisfaction is an individual's attitude toward his work and the reward the individual obtains. Cherif (2020) states that job satisfaction is the feelings toward the current work role. This behavior is related to the individual's behavior in the place itself. Sutanto and Gunawan (2013) describe job satisfaction as making people enjoy their work because they feel happy doing it. Thus, job satisfaction is a positive feeling from individuals because they love and enjoy the work they do.

Job satisfaction is individualistic, so individual satisfaction levels differ depending on the prevailing value system (Valiana y & Sutanto, 2015). According to Smith (1969) (in Gillespie et al., 2016), five factors influence job satisfaction: pay, promotion opportunities, supervision, and co-workers. There are many ways to measure job satisfaction. Hackman and Oldham (1976) state that five dimensions are autonomy, identity, significance, skill variety, and feedback.

D. Organizational Commitment

Organizational commitment is an individual's attitude that reflects loyalty to the organization (Indarti et al., 2017). Haque, Uddin, Easmin, and Sohel (2019) define organizational commitment as a form of individual behavior and enthusiasm to be in the organization. According to Obedgiu, Bagire, and Mafabi (2017), organizational commitment is a relationship between individuals and organizations formed when individuals and organizations jointly try to maintain relationships. While according to Judge and Robbins (2017), organizational commitment is the extent to which someone wants to maintain his membership in the organization and the extent to which someone tries to understand and identify the organization's goals. Moreover, Utami, Sapta, Verawati, and Astakoni (2020) define three organizational commitments: 1. How much the individual wants to remain part of the organization; 2. How big is the desire to fight for the organization's goals form of individual belief in the organization's values and vision?

Organizational commitment has three types of commitment (Yousef, 2017; Afshari, Young, Gibson, & Karimi, 21 9; Indarti et al., 2017; Sutanto & Gunawan, 2013), namely: 1. Affective commitment is formed when there is an individual's desire to be in the organization because of an emotional bond. Individuals with high affective commitment are characterized by those who feel they have something in common with the organization. In addition, individuals are also willing to let go of their values to adjust to organizational values. 2. Continuance commitment is based on an individual's perception of the losses felt when leaving the organization or company. Forms of loss felt by individuals, such as loss of promotion or salary. 3. Normative commitment is a commitment that exists or arises because of the awareness that staying in an organization is an obligation. This awareness also becomes a personal responsibility to remain in the organization.

Sutanto and Gunawan (2013) explain that if organizational commitment at the organizational level is high, it will increase productivity and reduce turnover and absenteeism. At the individual level, high organizational commitment will increase job satisfaction and work motivation and reduce stress. The higher the organizational commitment, the higher the individual's involvement and sense of ownership (OCB). The high level of

commitment from individuals will also encourage individuals to sacrifice more so that the organization can achieve its goals. Moreover, Sutanto and Gunawan (2013) also propose three dimensions to measure organizational commitment: admiration towards the organization, the willingness to sacrifice for the sake of the organization, and loyalty towards the organization.

E. Research Hypotheses

Leadership style is one thing that influences the sense of ownership or organizational citizenship behavior. Organizational citizenship behavior is often associated with servant leadership style. As is well known, organizational citizenship behavior is a form of discretionary behavior that does not affect the reward system that exists within the organization (Hamdan et al., 2020). This behavior can arise because of the individual's desire for specific achievements or awards. The desire can arise because of a sense of responsibility to repay caused by the servant leadership style (Newman, Cooper, & Sendjaya, 2017). In addition, one of the main factors linking organizational citizenship behavior with servant leadership is that one of the focuses of the servant leadership style is attention to serving and developing individuals in the organization. This attention will encourage individuals to have a greater sense of ownership of their organization (Eva et al., 2019; Elche, Ruiz-Palomino, & Linuesa-Langreo, 2020). Therefore, a hypothesis can be built as follows:
H$_1$: Servant leadership influences organizational citizenship behavior.

Many studies have discussed the relationship between servant leadership and job satisfaction. As is known, job satisfaction is a feeling or level of satisfaction felt by an individual with a job owned by that individual (Hoboubi et al., 2017). Al-Asadi, Muhammed, Abidi, and Dzenopoljac (2019) said a positive relationship exists between servant leadership and job satisfaction. Farrington and Lillah (2019) showed a positive relationship between servant leadership and job satisfaction because the organization has strong shared values, which then trigger increased job satisfaction. In addition, servant leadership can increase trust between leaders and followers, encouraging increased job satisfaction. Therefore, a hypothesis can be built as follows:
H$_2$: Servant leadership affects job satisfaction.

Many researchers have discussed the relationship between servant leadership and organizational commitment. Aboramadan et al. (2021) said a positive relationship exists between servant leadership and organizational commitment. It is due to the value of servant leadership, which triggers individuals in the organization to become more loyal and committed. Lapointe and Vandenberghe (2018) explain that there is a relationship between servant leadership and organizational commitment caused by the focus on servant leadership which builds long-term relationships with followers. Therefore, a hypothesis can be built as follows:
H$_3$: Servant leadership affects organizational commitment.

Previous research by Indarti et al. (2017), Haque et al. (2019), and Hamdan et al. (2020) has proven a positive relationship between job satisfaction and organizational citizenship behavior. According to Hamdan et al. (2020), one of the ways for individuals to give appreciation for the job satisfaction obtained is to provide the best for their organization. Thus, the individual can show a sense of ownership of the organization. The same was added by Haque et al. (2019) that with a high level of satisfaction, individuals in the organization will help each other more and work beyond the expectations given. A study conducted by Indarti et al. (2017) concluded that job satisfaction is one of the main factors influencing an individual's sense of ownership (organizational citizenship behavior). Therefore, a hypothesis can be built as follows:
H$_4$: Job satisfaction affects organizational citizenship behavior.

Organizational commitment is a primary factor in the high sense of individual ownership or organizational citizenship behavior. This is supported by Indarti et al. (2017), who believe that the higher the organizational commitment of individuals (committed individuals), the stronger the relationship between individuals and their organizations, further encouraging a sense of ownership or organizational citizenship behavior. According to Obedgiu et al. (2017), organizational commitment can be seen in individual loyalty to their organization, where loyalty is a form of organizational citizenship behavior. In addition, Obedgiu et al. (2017) also stated that the dimension of organizational commitment is related to organizational citizenship behavior. Therefore, a hypothesis can be built as follows:
H$_5$: Organizational commitment influences organizational citizenship behavior.

Hamdan et al. (2020) said that servant leadership can increase a sense of ownership (organizational citizenship behavior) through job satisfaction. The higher the level of individual job satisfaction in the organization, the higher the sense of ownership. It is due to the solid values and trust generated by servant leadership that encourage job

satisfaction. Satisfactory individuals will work beyond expectations, strive to be loyal, and develop their organization (Farrington & Lillah, 2019; Haque et al., 2019). The mediating role of job satisfaction is one of the supporting factors for increasing loyalty and a sense of ownership of individuals. Therefore, job satisfaction has a mediating role in linking servant leadership with organizational citizenship behavior, which then forms a hypothesis as follows:

H6: Job satisfaction mediates servant leadership and organizational citizenship behavior.

The results of a study conducted by Setiawan et al. (2020) show a significant relationship between servant leadership and organizational citizenship behavior through organizational commitment as mediation. The servant leadership style encourages the formation of organizational commitment. Highly committed individuals will show organizational citizenship behavior. It is also supported because the servant leadership style focuses on individual development, thus triggering individuals to be more loyal and committed to their organizations. Loyal and committed individuals develop and maintain the organization, help each other, and will try to work beyond the expectations given (Indarti et al., 2017; Abramadan et al., 2021). Therefore, a hypothesis can be built as follows:

H7: Organizational commitment mediates servant leadership and organizational citizenship behavior.

This research has a framework, as shown in Fig. 1, and has seven hypotheses based on the previous research.

Fig. 1. Research framework

III. Research Methodology

A. Population and Sampling

This research uses a quantitative approach. The total population is employees in Surabaya, and the sample is 37 respondents. Guidelines for determining the number of samples are as follows (Ferdinand, 2014):

1. The sample size is greater than 30 people, and less than 500 people is sufficient to conduct research.
2. If the sample is divided into several categories, then the minimum number of each category is 30 people.
3. For multivariate research (using multiple regression or correlation analysis), the minimum number of samples used is ten times the number of variables studied.
4. For simple experimental research, using an experimental group or a control group, the minimum number of samples is 10 to 20 people.

In this study, the samples taken were 37 employees of XYZ company. The 37 people themselves were also taken using a purposive sampling technique. The purposive sampling follows the objectives and research criteria to obtain the desired information (Ferdinand, 2014). By this definition, the selection of 37 employees was also because the sample consisted of XYZ company office workers who were directly involved in the management and experienced the leadership of the company's directors. (Ferdinand, 2014). By this definition, the selection of 37 employees was also because the sample consisted of XYZ company office workers who were directly involved in the management and directly experienced the leadership of the company's directors.

B. Variable, Definition, Indicator, Measurement, and Category

The data is taken directly from the respondent using questionnaires; therefore, the collected data are primary. Data taken from the questionnaire is the identity of respondents (gender, age, educational level, and department), as well as the answers to the indicators of the research variables. Table 1 explains the definitions of the variables, the indicators and measurements for measuring the variables, and the mean categories.

Table 1. Variable, definition, indicator, measurement, and category

Variable	Definition	Indicator	Measurement	Source	Mean Range	Mean Category
Servant Leadership	The ability of a leader to lead a group or groups by serving.	Voluntary Subordination	• My leader uses power to serve me, not to pursue personal ambition. • My leader helps me regardless of background.	Sendjaya (2008, 2015)	1.00–1.80	Very Incapable
		Authentic Self	• My leader is willing to admit mistakes when he makes mistakes. • My leader provides an opportunity for me to question his decision.		1.81–2.60	Incapable
		Covenantal Relationship	• My leader accepts and respects me for who I am. • My leader takes the time to develop a relationship with me. • My leader does not favor one member only.		2.61–3.40	Capable Enough
		Responsible Morality	• My leader always works according to the prevailing ethics and morals. • My leader always stresses I work according to ethics and morals.		3.41–4.20	Capable
		Transcendental Spirituality	• My leader wants to explain the importance of my job role every day. • My leader wants to help me find the meaning of life and my passion at work.			
		Transforming Influence	• My leader wants to be a mentor to me. • My leader inspires me to be a leader like him. • My leader facilitates and encourages me to be able to make important decisions within the company.		4.21–5.00	Very Capable
Job Satisfaction	Positive feelings from individuals because they love and enjoy the work being done.	Skill Variety	• My job requires some or many expertise. • My job requires some or many skills.	Sutanto and Gunawan (2013); Hackman and Oldham (Blanz, 2017)	1.00–1.80	Very Dissatisfactory
		Task Identity	• I can understand my assignments well. • I can complete my assignments well. • I get directions to do my job well from my boss.		1.81–2.60	Dissatisfactory
		Task Significance	• The results of my work have an impact on the company. • The results of my work make an impact on consumers.		2.61–3.40	Satisfactory Enough
		Autonomy	• I am allowed to manage my work schedule. • I am allowed to manage my work procedures.		3.41–4.20	Satisfactory
		Feedback	• I get good feedback from the management about my work. • I get good feedback from colleagues about my work.		4.21–5.00	Very Satisfactory
Organizational Commitment	The extent to which an individual wants to maintain his membership in the organization and the extent to which the individual tries to understand and identify the organization's goals.	Pride in Organization	• I feel proud to be and work for the company. • I uphold company principles.	Judge and Robbins (2017); Sutanto and Gunawan (2013)	1.00–1.80	Very Uncommitted
		Willingness to Sacrifice for the Sake of the Organization	• I am willing to make sacrifices for the company. • I am willing to fight for the interests of the company.		1.81–2.60	Uncommitted
					2.61–3.40	Committed Enough
					3.41–4.20	Committed
		Loyalty to the Organization	• I am willing to work in a company compared to others even though the facilities are more complete. • I am willing to work for the company compared to other companies even though the salary offered is higher.		4.21–5.00	Very Committed
Organizational Citizenship Behavior	Discretionary behavior of individuals who are carried out voluntarily and contribute to their work environment.	Altruism	• I am ready to help or assist my co-workers. • I am willing to give help without coercion or orders.	Judge and Robbins (2017); Organ (Indarti et al., 2017)	1.00–1.80	Very Low
		Civic Virtue	• I am willing to attend activities that support the organization's development. • I participate actively in every activity and work in the organization.		1.81–2.60	Low
		Conscientiousness	• I am willing to always come to work on time. • I am willing not to take time off or holidays. • I am willing to work overtime.		2.61–3.40	High Enough
		Courtesy	• I try to maintain good relations with other employees. • I try to respect other individuals.		3.41–4.20	High
		Sportsmanship	• I have never, or little complained or protested. • I try not to make a big deal out of small issues.		4.21–5.00	Very High

C. Data Analysis

Data analysis techniques were carried out by first identifying the profile of the respondents, which are gender, age, educational level, and department. Afterward, the data is then analyzed using the bootstrapping test to test the hypothesis. The data processing and analysis technique, the outer and inner model, uses SmartPLS 3.0.

The outer model measures the data's appropriateness using validity and reliability tests. This study uses a type of construct validity test. According to Mehmetoglu and Venturini (2021), construct validity is divided into two main parts: convergent and discriminant. Convergent validity shows how much a variable relationship can be positively correlated (Mehmetoglu & Venturini, 2021). Measuring convergent validity is carried out using the average variance extracted (average of squared loadings/correlations) or commonly referred to as AVE. According to Ghozali (2014) and Mehmetoglu and Venturini (2021), results are valid if the value is equal to 0.5 or more (AVE $\geq$ 0.5). Discriminant validity is a test to determine the difference between one construct variable and another (cross-loading). According to Ghozali (2014), a variable is valid if each indicator line or statement item has a higher cross-loading value for each latent variable measured compared to indicators belonging to other latent variables in a block. The reliability test determines the consistency of a variable measurement (Mehmetoglu & Venturini, 2021). According to Ferdinand (2014), instruments or indicators for measuring data are said to be reliable if the results obtained have of same value every time they are measured. Mehmetoglu and Venturini (2021) explain that the reliability measurement technique of a variable indicator is to use Cronbach's alpha. If the value of Cronbach's alpha is above 0.7, the indicator is said to be reliable (Cronbach's alpha > 0.7). The same thing was said and added by Ghozali (2014), that measurement of indicator reliability can use composite reliability. An indicator is reliable if the composite reliability value is above or equal to 0.6 (composite reliability $\geq$ 0.6).

The inner model, commonly known as the structural model, is a measurement used to test the hypothesis of the research conducted (Ghozali, 2014). The inner model used in this study is the coefficient of determination (R^2) and path diagram test (path coefficient). The coefficient of determination is a test used to describe the model's ability to explain the variance in the dependent variable (Ferdinand, 2014). R-square (R^2) shows the coefficient of determination. The value of R^2 is between 0 and 1. The closer the R^2 value is to 1, the better the hypothesis model is. According to Mehmetoglu and Venturini (2021), the value of R^2 is divided into three parts, namely 0.19 (weak effect), 0.33 (moderate or moderate effect), and 0.67 (high impact, solid or sound). A path diagram test or path coefficient is a test to check the relationship or hypothesis relations (see Fig. 2). The path coefficient value is from -1 to +1. The closer a value is to ±1 indicates more robust relationship (positive or negative), and the closer a value is to zero, the weaker the hypothetical relationship (Mehmetoglu & Venturini, 2021). Ghozali (2014) added that if the path coefficient value is positive, the relationship between variables is directly proportional. Conversely, if the value is negative, the relationship between variables is inversely proportional.
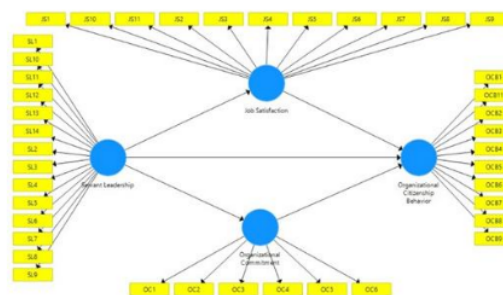

Fig. 2 Path diagram

D. Hypothesis Test

Hypothesis testing proves whether the hypothesis tested is accepted or rejected. The hypothesis can be tested using the bootstrapping method. Hypothesis testing uses the t-statistic with a 95% confidence level. Based on this confidence level, the hypothesis can be accepted if the t-statistic value is above the t-table value, which is above 1.96 (t-statistic > 1.96). Otherwise, the hypothesis is rejected if the t-statistic value is below the t-table value, below 1.96 (t-statistic <1.96). Mehmetoglu and Venturini (2021) added that path coefficient measurements can also help test hypotheses. Measurements can use the value of the p-value. With a confidence level of 95%, it can be interpreted that the p-value is 0.05. Suppose the p-value is below 0.05 (p-value <0.05). In that case, a significant relationship exists between one variable and another, which means the hypothesis is accepted. Conversely, if it is above or equal to 0.05 (p-value $\geq$ 0.05), then it can be said that the hypothesis is rejected.

IV. RESULT / FINDING

The respondents completed questionnaires comprising 37 people identified by gender, age, educational level, and department. The respondents consist of 51.35% male employees and 48.65% female employees. According

to the age category, the respondents consist of 13.51% of 20–30 years old, 45.95% of 31–40 years old, 32.43% of 41–50 years old, and 8.11% above 50 years old. 54.05% of employees have an educational level of bachelor, 16.22% have a diploma, and as much as 29.73% have a high school degree. In addition, the number of respondents who dominate is the marketing department (45.95%). 29.73% of employees are from the financial accounting department, 21.62% are from the warehouse and logistics department, and 2.70% are employees from the Human Resources Department.

A. *Descriptive Analysis of Servant Leadership*

Servant leadership measures a leader's ability to lead a group by serving. In this study, the measurement of servant leadership variables used six indicators: voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, and transforming influence. The voluntary subordination indicator has two statement items, followed by the authentic self-indicator, which has two statement items, the conventional relationship indicator with three statement items; the responsible morality indicator with two statement items; the transcendental spirituality indicator with two statement items; and the last indicator is transforming influence with three statement items. Servant leadership in this study was measured using fourteen statement items. Each item assesses the leader's servant leadership ability.

Table 2 shows that respondents' average or mean answer regarding servant leadership is 4.438. This average falls into a very capable category. Respondents or company employees feel the leadership of servant leadership in the company.

This study's voluntary subordination indicators were measured using statement items SL1 and SL2. The average result of the SL1 statement item is 4.351. This average value includes the very capable category. The average result shows that the respondents feel that the ability of servant leadership is very capable in the company. Servant leadership capabilities and leadership that respondents highly feel are the leader's assistance provided himself, not to pursue personal ambition. Several forms of assistance that respondents felt were the presence of leaders who were willing to listen, provide encouragement and motivate their employees. In addition, company leaders are not just profit-oriented, willing to empathize, help solve problems, do not claim employee ideas on their behalf, and do not force decisions or wishes.

On the other hand, the average result for SL2 itself is 4.568 and includes the very capable category. It shows that respondents or employees feel help from leaders regardless of their background, which also shows the ability of servant leadership in the company. Some examples of forms of assistance regardless of background are felt by employees or respondents themselves, such as the absence of discrimination by leaders in assisting, willingness to listen to various points of view, and willingness to accept and be fair to all employees despite different regions, races, genders, religions, and beliefs.

This study measured authentic self-indicators using the SL3 and SL4 statement items. SL3 statement items have an average value of 4.432 and include the capable category. Respondents feel that ability and leadership are very capable while working in the company, which is shown by the characteristics possessed by company leaders, according to respondents, such as honesty, wisdom, fairness, willingness to listen, and responsible.

On the other hand, SL4 statement items have an average value of 4.459. This average value is included in the very capable category, so it can be interpreted that respondents feel the ability of servant leadership in very capable companies. According to respondents, some things that indicate the existence of servant leadership are allowing leaders to question their decisions in the discussion process, ask for input, and give opinions.

Conventional relationship indicators in this study were measured using items SL5 to SL7. The SL7 statement item is a statement item with the highest average value of 4.486. According to respondents, company leaders have implemented and demonstrated the ability and leadership of servant leadership by not taking sides with just one member. Apart from that, according to the respondents, the leader has been fair and does not show favoritism. Leaders also want to listen to one side and the other and not directly blame just one party.

On the other hand, the average value of the SL6 statement items is 4.351. This average value can be interpreted as that, according to respondents, the leader has the ability of a very capable servant leader. According to the respondents, company leaders try to build relationships with respondents by inviting them to eat together, talk outside of working hours, socialize like friends, hold gatherings to strengthen relations, ad others.

The responsible morality indicator in this study was measured using SL8 and SL9. SL8 statement items have an average value of 4.568. The average value shows respondents feel the ability of a very capable servant leader in the company. According to respondents, company leaders have worked by applicable ethics and morals by working and speaking in their place, being honest and firm, being polite, and not discriminating or acting arbitrarily. On the other hand, SL9 statement items have an average value of 4.541. The average value also

indicates a very capable amount of servant leadership in the company. Leaders must emphasize that employees work with applicable ethics and morals, shown by leaders who emphasize working with honesty, teaching, and always working with courtesy, not cheating customers and others.

Spiritual transcendental indicators in this study were measured using SL10 and SL11. The SL10 statement items have an average value of 4.270 and include in the very capable category. According to the respondents, the average value indicates that the company has a very capable servant leader. According to the respondents, the leader always reminded the importance of the existing role. The leader also wanted to appreciate and always give and remind employees of the tasks or decisions that influence the company's goals. For statement items, SL11 has an average value of 4.243. This average value includes the very capable category, which means that according to the respondent, actions show a servant leader's ability to make life more meaningful. Some examples of these actions are leaders who want to listen and appreciate every job done. In addition, according to the respondents, there is motivation given by leaders and leaders who want to teach wholeheartedly. Leaders themselves also give appreciation for the work done.

The transforming influence indicator in this study was measured using statement items SL12 to SL14 with the same average value for each statement item, which was 4.486. It shows that the actions of leaders become mentors for employees, inspire employees, and facilitate and encourage employees to make decisions that show the ability of a servant leader. Some of the actions leaders often want to provide directions and solutions, are never pessimistic and always provide encouragement, want to guide, and want to share knowledge. Also, according to the respondents, the company's leaders inspired respondents to work honestly, disciplined, humbly, sincerely, and fair. Leaders also provide facilities, opportunities, and encouragement to provide opinions, suggestions, and ideas, which increasingly demonstrate the ability and leadership of servant leadership in the company.

Table 2. Description of servant leadership

Servant Leadership (X)	Mean	Category
Voluntary Subordination		
(SL1) My leader uses power to serve me, not to pursue personal ambition.	4.351	Very Capable
(SL2) My leader helps me regardless of background.	4.568	Very Capable
Mean of Voluntary Subordination	4.460	
Authentic Self		
(SL3) My leader is willing to admit mistakes when he makes mistakes.	4.432	Very Capable
(SL4) My leader allows me to question his decision.	4.459	Very Capable
Mean of Authentic Self	4.446	
Covenantal Relationship		
(SL5) My leader accepts and respects me for who I am.	4.405	Very Capable
(SL6) My leader takes the time to develop a relationship with me.	4.351	Very Capable
(SL7) My leader does not favor one member only.	4.486	Very Capable
Mean of Covenantal Relationship	4.414	
Responsible Morality		
(SL8) My leader always works according to the prevailing ethics and morals.	4.568	Very Capable
(SL9) My leader always stresses I work according to ethics and morals.	4.541	Very Capable
Mean of Responsible Morality	4.555	
Transcendental Spirituality		
(SL10) My leader wants to explain the importance of my job role every day.	4.270	Very Capable
(SL11) My leader wants to help me find the meaning of life and my passion at work.	4.243	Very Capable
Mean of Transcendental Spirituality	4.257	
Transforming Influence		
(SL12) My leader wants to be a mentor to me.	4.486	Very Capable
(SL13) My leader inspires me to be a leader like him.	4.486	Very Capable
(SL14) My leader facilitates and encourages me to be able to make important decisions within the company.	4.486	Very Capable
	4.486	
Mean of Transforming Influence	4.486	
Total Mean of Servant Leadership	**4.436**	**Very Capable**

B. Descriptive Analysis of Job Satisfaction

Job satisfaction is a measurement of how high the level of satisfaction of an individual is shown through the positive feelings of the individual because they love and enjoy the work being done. This study measured job satisfaction variables using five indicators: skill variation, task identity, task significance, autonomy, and feedback. The skill variation indicator has two statement items, followed by a task identity indicator with three statement items, a task significance indicator with two statement items, an autonomy indicator with two statement items, and a feedback indicator with two statement items. Job satisfaction in this study was measured using eleven statement items. Each item is used to assess how high the level of satisfaction or job satisfaction is owned by the respondent. The results of the respondents' answers to each statement item can be seen in Table 3.

Table 3 shows that respondents' average or mean answer regarding job satisfaction is 4,278. Based on these averages, the average is included in the very satisfactory category. This can be interpreted as respondents or company employees feeling positive, loving, and enjoying the work.

The indicators of skill variations in this study were carried out using statement items JS1 and JS2. The average value of JS1 statement items is 4.162. This average value indicates that the company's demands regarding the variation of expertise are high enough to encourage a high level of satisfaction or very satisfactory as well. Respondents explained examples of the variety of skills needed or used, such as skills in communication, psychology, reporting, negotiation, and management. On the other hand, the average value of JS2 statement items is 4,000. Respondents have a high level of satisfaction or are very satisfactory due to demands from companies to have a high variety of skills, such as skills in using Microsoft Word and Excel applications, market analysis skills, arithmetic, data analysis, and skills in negotiation.

Table 3. Description of job satisfaction

Job Satisfaction (Z_1)	Mean	Category
Skill Variety		
(JS1) My job requires some or many expertise.	4.162	Satisfactory
(JS2) My job requires some or many skills.	4.000	Satisfactory
Mean of skill variety	4.081	Satisfactory
Task Identity		
(JS3) I can understand my assignments well.	4.595	Very Satisfactory
(JS4) I can complete my assignments well.	4.486	Very Satisfactory
(JS5) I get directions from my boss to do my job well.	4.459	Very Satisfactory
Mean of task identity	4.513	Very Satisfactory
Task Significance		
(JS6) The results of my work have an impact on the company.	4.405	Very Satisfactory
(JS7) The results of my work make an impact on consumers.	4.324	Very Satisfactory
Mean of task significance	4.365	Very Satisfactory
Autonomy		
(JS8) I am allowed to manage my work schedule.	4.216	Very Satisfactory
(JS9) I am allowed to manage my work procedures.	3.865	Satisfactory
Mean of autonomy	4.041	Satisfactory
Feedback		
(JS10) I get good feedback from the management about my work.	4.459	Very Satisfactory
(JS11) I get good feedback from colleagues about my work.	4.324	Very Satisfactory
Mean of feedback	4.392	Very Satisfactory
Total Mean of Job Satisfaction	**4.278**	**Very Satisfactory**

Job satisfaction is a measurement of how high the level of satisfaction of an individual is shown through the positive feelings of the individual because they love and enjoy the work. This study measured job satisfaction using five indicators: skill variation, task identity, task significance, autonomy, and feedback. The skill variation indicator has two statement items, followed by a task identity indicator with three statement items, a task significance indicator with two statement items, an autonomy indicator with two statement items, and a feedback indicator with two statement items. Job satisfaction in this study was measured using eleven statement items. Each item assesses how high the respondent owns the level of satisfaction or job satisfaction. The results of the respondents' answers to each statement item can be seen in Table 3.

Table 3 shows that respondents' average or mean answer regarding job satisfaction is 4,278. Based on these averages, the average includes the very satisfactory category. Respondents or company employees feel positive, loving, and enjoying the work.

The indicators of skill variations in this study were carried out using statement items JS1 and JS2. The average value of JS1 statement items is 4.162. This average value indicates that the company's demands regarding the variation of expertise are high enough to encourage a high level of satisfaction or very satisfactory. Respondents explained examples of the variety of skills needed or used, such as skills in communication, psychology, reporting, negotiation, and management. On the other hand, the average value of JS2 statement items is 4,000. Respondents have a high level of satisfaction or are very satisfactory due to demands from companies to have a wide variety

of skills, such as skills in using Microsoft Word and Excel applications, market analysis skills, arithmetic, data analysis, and skills in negotiation.

C. Descriptive Analysis of Organizational Commitment

Organizational commitment measures how high an individual's commitment is to maintain his membership in the organization. In this study, measuring the organizational commitment variable uses three indicators: pride in the organization, willingness to sacrifice for the sake of the organization, and loyalty to the organization. An indicator of pride in the organization with two statement items, an indicator of willingness to sacrifice for the sake of the organization has two statement items and an indicator of loyalty to the organization with two statement items. Organizational commitment in this study was measured using six statement items, and each item assesses respondents' level of organizational commitment.

Table 4 shows respondents' average or mean answer regarding organizational commitment is 4.153. Based on these averages, they are committed respondents or company employees.

Indicators of pride in the organization are shown through statement items OC1 and OC2. Both have the same average value of 4.595. This average value is included in the very committed category. It shows respondents feel proud to work at the company and uphold its principles. Respondents explained that employees have pride while working at the company as a form of commitment to work honestly, disciplined, and faithfully. In addition, the company's employees also try to give the best for the company. Respondents also explained that several forms of company principles are upheld, which encourage higher levels of organizational commitment, such as integrity or honesty, family, and togetherness.

Indicators of willingness to sacrifice for the sake of the organization are shown through statement items OC3 and OC4. OC3 statement items have an average value of 3.919 and are in the committed category. According to respondents, respondents are willing to make sacrifices for the company's sake because of loyalty, the form of responsibility that belongs to the company. This company is part of the employees and for the sake of mutual progress. The respondents' willingness indicates a high level of organizational commitment from respondents to their company.

On the other hand, OC4 has an average result or value of 4.108 and is in the committed category. According to respondents, the company's interests need to be fought for because of loyalty to the company. In addition, the respondents also explained that the respondents' willingness to fight the company's interests was also due to support the development and progress together. It shows that there is a high level of organizational commitment which is realized by fighting for the company's interests.

Table 4. Description of organizational commitment

Organizational Commitment (Z_2)	Mean	Category
Pride in Organization		
(OC1) I feel proud to be and work for the company.	4.595	Very Committed
(OC2) I uphold company principles.	4.595	Very Committed
Mean of Pride in Organization	4.595	Very Committed
Willingness to Sacrifice for the Sake of the Organization		
(OC3) I am willing to make sacrifices for the company.	3.919	Committed
(OC4) I am willing to fight for the company's interest.	4.108	Committed
Mean of Willingness to Sacrifice for the Sake of the Organization	4.014	Committed
Loyalty to the Organization		
(OC5) I am willing to work in a company compared to others even though the facilities are more complete.	3.919	Committed
(OC6) I am willing to work for the company compared to other companies even though the salary offered is higher.	3.784	Committed
Mean of Loyalty to the Organization	3.852	Committed
Total Mean of Organizational Commitment	**4.153**	**Committed**

Loyalty to the organization is demonstrated through statement items OC5 and OC6. OC5 has an average value of 3.919 and is in the committed category. Company respondents refused to work in other companies even though the facilities were better because they felt comfortable working there. Company employees or respondents explained that facilities were not the main thing. However, comfort at work was necessary, and most respondents explained that they were comfortable working in the company. Some respondents also considered the company as their own family. Several respondents also explained that they were suitable and comfortable with the existing leadership at the company, so they refused to work at other companies even though the facilities were better than in their company. It indicates a high level of organizational commitment in the company. The average value of the OC6 statement items is 3.784 and is also in the committed category. Respondents explained that salary is not the main thing, but the feeling of comfort and compatibility in working at the company is essential. It is lower than the OC5 statement item because some respondents will still consider working for a company. After all, the salary depends on the situation and conditions experienced by the respondent.

D. Descriptive Analysis of Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) measures how high an individual's sense of ownership and contribution is given voluntarily. In this study, the measurement of organizational citizenship behavior variables used five indicators: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. The altruism indicator has two statement items, followed by a civic virtue indicator with two statement items, a conscientiousness indicator with three statement items, a courtesy indicator with two statement items, and a sportsmanship indicator with two statement items. Organizational citizenship behavior in this study was measured using eleven-item statements. Each item assesses how high the respondent owns the level of organizational citizenship behavior.

Table 5 shows respondents' average or mean answer regarding organizational citizenship behavior (OCB) is 4.268. This average is in the very high category. Respondents or company employees have a high sense of ownership or organizational citizenship behavior.

Table 5. Description of organizational citizenship behavior

Organizational Citizenship Behavior (Y)	Mean	Category
Altruism		
(OCB1) I am ready to help or assist my co-workers.	4.432	Very High
(OCB2) I am willing to give help without coercion or orders.	4.541	Very High
Mean of Altruism	4.487	Very High
Civic Virtue		
(OCB3) I am willing to attend activities that support the organization's development.	4.297	Very High
(OCB4) I participate actively in every activity and work in the organization.	4.027	High
Mean of Civic Virtue	4.162	High
Conscientiousness		
(OCB5) I am willing to always come to work on time.	4.649	Very High
(OCB6) I am willing not to take time off or holidays.	3.324	High Enough
(OCB7) I am willing to work overtime.	4.135	High
Mean of Conscientiousness		
Courtesy		
(OCB8) I try to maintain good relations with other employees.	4.730	Very High
(OCB9) I try to respect other individuals.	4.757	Very High
Mean of Courtesy	4.744	Very High
Sportsmanship		
(OCB10) I have never, or little, complained or protested.	3.568	High
(OCB11) I try not to make a big deal out of small issues.	4.486	Very High
Mean of Sportsmanship	4.027	High
Total Mean of Organizational Citizenship Behavior	**4.268**	**Very High**

The altruism indicator is measured using the statement items OCB1 and OCB2. The OCB1 statement item has an average value of 4.432, which is very high. The level of OCB or the sense of ownership of the respondents to the company is very high. According to the respondents, the respondents were willing to help one another because

of the solidarity and form of togetherness of the respondents in the company. In addition, respondents are also willing to help each other to advance common interests and the company. The average value of OCB2 is 4.541. This value indicates that the respondent has a very high sense of ownership or OCB level. Respondents' willingness to assist without orders was due to the existence of togetherness and the feeling of being part of a group of companies. The average value of OCB2 is higher than OCB1 because, according to respondents, helping friends adjust to the work and responsibilities that have been completed or not. In addition, according to the respondent, it also depends on the work that will be assisted because there is work that other departments or people cannot do.

The civic virtue indicator in this study was measured using OCB3 and OCB4 statement items, with the highest average value belonging to the OCB3 statement item of 4.297. This average value indicates a very high willingness of respondents to attend activities that support the organization. In addition, a very high OCB3 value also indicates a high sense of ownership or OCB in the respondent. Respondents explained their willingness to attend because of their responsibilities as employees and for the betterment of the company or organization. On the other hand, the average value of OCB4 is 4.027. The average value indicates a high level of OCB or the respondent's sense of ownership of the organization. Several respondents explained that respondents were willing to participate actively due to the company's interests and to promote and support the company. The lower value of OCB4 compared to OCB3 is because some respondents explained that it depends on the form of activity attended and the conditions and time of the event.

Conscientiousness indicators in this study were measured using statement items OCB5 to OCB7. The average value of the OCB5 statement items is 4.649. Based on this average value, it shows that the respondent's level of OCB is very high, as indicated by the respondent's willingness to come to work on time due to the obligations and responsibilities of employees towards their company. On the other hand, the average value of OCB6 statement items is 3.324. This value is included in the medium category and is the lowest statement item value on the conscientiousness indicator. Several respondents themselves explained that respondents were not willing not to take time off because leave is the right of employees and depends on the respondent's needs both outside and at work. At the same time, some respondents were willing not to take time off because they were afraid of causing harm to the company, which shows that there is still a sense of ownership or OCB from the respondents.

The courtesy indicator in this study was measured using statement items OCB8 and OCB9. The average value of OCB9 is 4.757. This value indicates a very high sense of ownership of the respondents, which is shown through the respondents' actions to maintain relationships with other employees. Respondents also explained that respondents tried to respect one another by listening, respecting religious differences, respecting the work of other colleagues, and maintaining or not interfering with co-workers' privacy. On the other hand, the average value of OCB8 is 4,730. This value indicates a high sense of ownership or OCB owned by individuals. Respondents explained that some of the actions often taken to maintain good relations with other employees are to listen to colleagues, communicate within reasonable limits, give advice and help, respect each other, and not gossip.

Sportsmanship indicators in this study were measured using statement items OCB10 and OCB11. The average value of the OCB11 statement item is 4.486. This value indicates a high sense of ownership or individual OCB in the company. Respondents explained that several actions were taken not to exaggerate minor problems, namely by immediately resolving existing problems so as not to spoil the atmosphere and not to provoke. The average value of OCB10 statement items is 3.568. It shows a high sense of ownership or individual OCB by not protesting or complaining. The average OCB10 score is lower than the average OCB11 score because, according to the respondents, protesting or complaining is expected but still adjusts to the situation or condition. If the conditions at that time were not pleasing or wrong, then protests or complaints could occur. If they were appropriate, then protests would not occur. At the same time, some respondents also prefer to be patient, silent, and not protest because it is part of their responsibilities as employees.

E. Outer Model Evaluation

This study's outer model was evaluated by conducting two tests: validity and reliability. Both tests were conducted on the research sample, namely 37 employees who worked at XYZ company for at least one year. The results of the evaluation of the outer model can be seen in Fig. 3.

Fig. 3 and Fig. 4 are images showing this study's evaluation of the outer model. The application used in this research is SmartPLS 3.0. To achieve an AVE value that is greater than 0.5 (AVE > 0.5) and meet the provisions of discriminant validity referring to the value of cross-loadings, servant leadership variables, organizational citizenship behavior, job satisfaction, and organizational commitment in Fig. 3, we need to eliminate some statement items. The statement items that were eliminated from the servant leadership research variables were SL13 and SL14. The statement items eliminated from the organizational citizenship behavior research variables

were OCB1, OCB6, OCB7, OCB8, and OCB10. The statement items eliminated from the job satisfaction variable were JS2, JS7, and JS9. The statement item that was eliminated from the organizational commitment variable was OC1. Some statement items are eliminated sequentially based on the lowest outer loadings value. They are eliminated before reaching the predetermined AVE value, after which they are eliminated based on the cross-loading value that is not fulfilled.
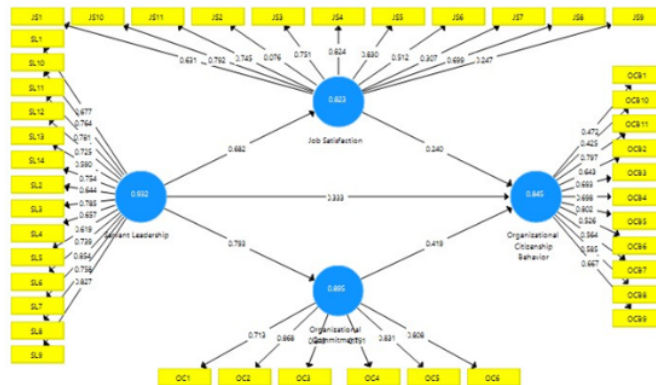

Fig. 3. Outer model 1 (before variable elimination)

Fig. 4. Outer model 2 (after variable elimination)

The validity test determines whether the measurement scale followed what was needed. The data is seen through the values collected in the questionnaire. The validity test uses two methods, namely convergent validity and discriminant validity.

Convergent validity testing is done by looking at the results of the average variance extracted (AVE) values of each of the existing variables. According to Ghozali (2014), the AVE value must show a number greater than 0.5 to say the variable is valid. Table 6 shows the AVE results. All variables, namely servant leadership, organizational citizenship behavior, job satisfaction, and organizational commitment, have results above 0.5. Thus, all variables have valid values and have fulfilled the convergent test requirements or convergent validity.

Table 6. Average variance extracted

Variables	Average Variance Extracted	Category
Servant Leadership	0.534	Valid
Organizational Citizenship Behavior	0.707	Valid
Job Satisfaction	0.560	Valid
Organizational Commitment	0.566	Valid

Discriminant validity testing can be done by looking at the results of the cross-loadings of each statement item for each variable. If the cross-loading value of an existing construct is greater than the value of the other constructs, then the model has sufficient discriminant validity. Table 7 informs the results of cross-loadings. The cross-loading value of each statement item has an excellent discriminant validity value. It is shown by the value of the statement item on the variable itself (the value in bold) has the highest value compared to the value of the statement item in one row. An example of this explanation is the statement item JS1 has a value in bold of 0.630. This value is the highest in the JS1 line. Therefore, the JS1 statement items are valid and pass the discriminant test (discriminant validity).

Table 7. Cross-loadings

	Job Satisfaction	Organizational Commitment	Organizational Citizenship Behavior	Servant Leadership
JS1	**0.630**	0.526	0.489	0.474
JS10	**0.799**	0.542	0.571	0.573
JS1	**0.761**	0.468	0.546	0.607
JS3	**0.742**	0.478	0.684	0.456
JS4	**0.832**	0.537	0.654	0.483
JS5	**0.832**	0.724	0.730	0.640
JS6	**0.510**	0.269	0.260	0.295
JS8	**0.679**	0.553	0.424	0.293
OC2	0.758	**0.846**	0.781	0.637
OC3	0.626	**0.865**	0.680	0.613
OC4	0.575	**0.807**	0.698	0.531
OC5	0.550	**0.848**	0.568	0.586
OC6	0.454	**0.839**	0.504	0.611
OCB11	0.591	0.693	**0.811**	0.787
OCB2	0.617	0.453	**0.721**	0.535
OCB3	0.477	0.545	**0.745**	0.426
OCB4	0.456	0.556	**0.702**	0.520
OCB5	0.717	0.695	**0.791**	0.525
OCB9	0.589	0.507	**0.713**	0.425
SL1	0.443	0.490	0.535	**0.716**
SL10	0.629	0.636	0.674	**0.783**
SL11	0.563	0.672	0.597	**0.730**
SL12	0.600	0.501	0.674	**0.726**
SL2	0.275	0.470	0.444	**0.683**
SL3	0.388	0.459	0.523	**0.796**
SL4	0.452	0.439	0.321	**0.552**
SL5	0.533	0.587	0.521	**0.779**
SL6	0.502	0.476	0.470	**0.760**
SL7	0.645	0.669	0.642	**0.853**
SL8	0.455	0.402	0.519	**0.774**
SL9	0.470	0.477	0.519	**0.834**

The reliability test shows that the research instrument used has good reliability. In this study, reliability testing was carried out using two methods, namely Cronbach's alpha and composite reliability (Ghozali, 2014; Mehmetoglu & Venturini, 2021). The Cronbach's alpha value for each variable must be above 0.7, and the composite reliability value for each variable must be above 0.6. Table 8 shows Cronbach's Alpha and composite reliability values. Every variable in the research used is reliable.

Table 8. Cronbach's alpha dan composite reliability

Variables	Cronbach's Alpha	Composite Reliability	Category
Servant Leadership	0.872	0.894	Reliable
Organizational Citizenship Behavior	0.897	0.901	Reliable
Job Satisfaction	0.843	0.853	Reliable
Organizational Commitment	0.929	0.936	Reliable

F. Evaluation of the Inner Model

Two measurements for evaluating the inner model are the coefficient of determination (R^2) and the path coefficient. Fig. 5 shows the results of the assessments.
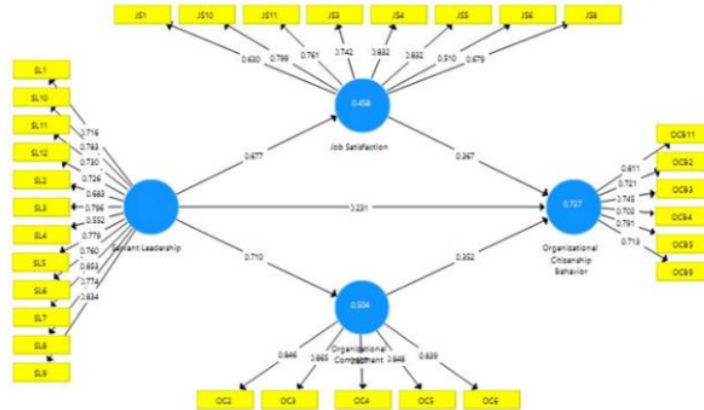
Fig. 5 Inner model

The coefficient of determination describes the model's ability to explain the variance in the dependent variable (Ferdinand, 2014). Measurements were made to measure the ability of the independent variable to explain the dependent variable. The value range of the R^2 itself is between 0 and 1. The closer the R^2 value is to 1, the better the hypothesis model is. According to Mehmetoglu and Venturini (2021), the value of R^2 is divided into three parts, namely 0.19 (weak), 0.33 (moderate or moderate), and 0.67 (strong or good).

Table 9. R^2 values

Variables	R^2
Job Satisfaction	0.458
Organizational Commitment	0.504
Organizational Citizenship Behavior	0.727

Table 9 shows the R^2 value of the dependent variable, namely organizational citizenship behavior, job satisfaction, and organizational commitment. The value of the job satisfaction variable is 0.458, or 45.8%. It shows that the servant leadership variable can be explained and influenced by the job satisfaction variable by 45.8% and that the model used is moderate. The value of the organizational commitment variable itself is 0.504 or 50.4%. It shows that the organizational commitment variable can be explained and influenced by the servant leadership variable by 50.4% and shows a moderate model.

On the other hand, the R^2 value of the organizational citizenship behavior variable is 0.727 or 72.7%. It shows that the organizational citizenship behavior variable can be explained and influenced by the servant leadership variable by 72.7%. This value also indicates that the model used is suitable.

A path diagram test or path coefficient is a test to check the relationship or hypothesis relations. The value of the path coefficient is from -1 to +1. According to Mehmetoglu and Venturini (2021), the closer a value is to ±1 indicates a more robust relationship (positive or negative), and the closer a value is to zero, the weaker the hypothetical relationship. Table 10 shows the results of the path coefficient in this study.

G. Hypothesis Testing (Bootstrapping)

Using the bootstrapping method in PLS-SEM, this study tested the hypothesis to see the t-statistic value and p-value resulting from each relationship between variables. The measurement of the hypothesis test itself was carried out using a 95% confidence level. Based on this confidence level, the hypothesis can be accepted if the t-statistic value is above the t-table value, which is above 1.96 (t-statistic > 1.96). Otherwise, the hypothesis is rejected if the t-statistic value is below the t-table value, below 1.96 (t-statistic <1.96). According to Mehmetoglu and Venturini (2021), hypothesis measurement is also carried out using p-values. Suppose the p-value is below 0.05 (p-value <0.05). In that case, a significant relationship exists between one variable and another, which means the hypothesis is accepted. Conversely, if it is above or equal to 0.05 (p-value ≥ 0.05), then it can be said that the hypothesis is rejected.

Table 10 shows that the variable servant leadership does not affect organizational citizenship behavior with a t-statistic value of 1.570. This value is below the t-table value of 1.96. In addition, the p-value is also above 0.05, which is 0.117. Based on these results, H$_1$, namely, servant leadership affects organizational citizenship behavior, is rejected.

The servant leadership variable affects job satisfaction with a t-statistic value of 5.958 > 1.96 and a p-value of 0.000. Thus, the H$_2$ hypothesis, namely, servant leadership affects job satisfaction, is accepted.

Servant leadership influences organizational commitment with a t-statistic value of 11.387 > 1.96 and a p-value of 0.000. Thus, the H$_3$ hypothesis, namely, servant leadership affects organizational commitment, is accepted.

Job satisfaction affects organizational citizenship behavior with a t-statistic value of 2.847 > 1.96 and a p-value of 0.005. Thus, the H$_4$ hypothesis, namely, job satisfaction affects organizational citizenship behavior, is accepted.

Organizational commitment affects organizational citizenship behavior with a t-statistic value of 2.210 > 1.96 and a p-value of 0.028. Thus, the H$_5$ hypothesis, namely, organizational commitment affects organizational citizenship behavior, is accepted.

Table 10. Direct effects

	Path Coefficient	t-statistics	p-values	Remarks
SL → OCB (H$_1$)	0.231	1.570	0.117	Rejected
SL → JS (H$_2$)	0.677	5.958	0.000	Accepted
SL → OC (H$_3$)	0.710	11.387	0.000	Accepted
JS → OCB (H$_4$)	0.367	2.847	0.005	Accepted
OC → OCB (H$_5$)	0.352	2.210	0.028	Accepted

Table 11 shows the results of the specific indirect effects of this study. Servant leadership influences organizational citizenship behavior through job satisfaction. It is shown by the t-statistic value of 2.654 > 1.96 and the p-value of 0.008. Based on these results, H$_6$, namely servant leadership affects organizational citizenship behavior through job satisfaction, is accepted. Servant leadership influences organizational citizenship behavior through organizational commitment. It is shown by the t-statistic value of 2.018 > 1.96 and the p-value of 0.044. Based on these results, H$_7$, namely servant leadership influences organizational citizenship behavior through organizational commitment, is accepted.

Table 11. Specific indirect effects

	Path Coefficient	t-statistics	p-values	Remarks
SL → JS → OCB (H$_6$)	0.249	2.654	0.008	Accepted
SL → OC → OCB (H$_7$)	0.250	2.018	0.044	Accepted

V. DISCUSSION

Based on the results of the hypothesis testing conducted, servant leadership does not affect organizational citizenship behavior at XYZ company, as shown by the t-statistic 1.570 below t-table 1.96, and the p-value = 0.117, which is above 0.05. It shows that the more significant influence of servant leadership abilities does not lead to higher organizational citizenship behavior. These results differ from previous research conducted by Hamdan et al. (2020). On the other hand, the results of this study show similarities with previous research conducted by Setiawan et al. (2020). The difference between these results and previous research conducted by

Hamdan et al. (2020) can be caused by a sense of ownership or organizational citizenship behavior in the XYZ company, not directly influenced by leadership but influenced by factors from the individuals themselves, namely job satisfaction and also the togetherness or kinship factor that arises from each member of the company and felt by individuals while working in the company, namely organizational commitment. Some respondents also explained and responded that there was direction or feedback from leaders at work, which indirectly led to high levels of individual satisfaction, thereby influencing high levels of OCB. Respondents also explained that a sense of kinship or togetherness with company members created by leaders encourages a high level of organizational commitment and indirectly influences and encourages organizational citizenship behavior. On the other hand, things that can cause servant leadership not to have a direct effect on organizational citizenship behavior at XYZ company can also be caused by company leaders who are male so that the application of servant leadership itself is not as good as if the leader is female which causes its influence on OCB is also reduced. In addition, male leaders can also cause, which causes the communication or assistance provided to female employees to be lacking because they need to pay attention to certain boundaries to reduce the impact on OCB itself indirectly.

Then, servant leadership affects organizational commitment. It can be seen from Table 10, which shows a t-statistic value of more than 1.96, namely 1.387 > 1.96, and a p-value of 0.000. It shows that the greater the influence of servant leadership abilities, the higher the level of organizational commitment will be. It can also be seen from the results of the descriptive analysis of all indicators of the servant leadership variable and organizational commitment getting an average value of 4.436, included in the very capable category, and 4.153, included in the committed category or high-level. These results indicate that the ability and leadership of servant leadership, which is very capable, will also encourage higher levels of organizational commitment from XYZ employees. The respondents' qualitative answers also support, such as employees who are committed due to extraordinary leaders, leaders who want to support, and leaders who want to consider and build family relationships encouraging high levels of organizational commitment from XYZ employees. Based on the results of this data and analysis, it can be concluded that servant leadership affects organizational commitment, according to previous research conducted by Lapointe and Vandenberghe (2018).

Furthermore, job satisfaction affects organizational citizenship behavior. Table 10 shows a t-statistic value of more than 1.96, namely 2.847 > 1.96, and a p-value of 0.005. It shows that higher job satisfaction will lead to higher organizational citizenship behavior. On the other hand, this is also supported and can be seen from the results of the descriptive analysis of all indicators of the job satisfaction and organizational citizenship behavior variables, which get an average score of 4.300 which is in the very satisfactory category and 4.268 which is in the very high category. These results indicate that the level of job satisfaction of XYZ employees is very satisfactory, so it encourages very high organizational citizenship behavior as well. Based on the respondents' answers, satisfied employees are because of good feedback from leaders and co-workers, good directions, results that affect companies and consumers, and others that cause desires that are manifested in the form of work to promote and develop the company by giving the best. This score shows a very high level of satisfaction, so it encourages high levels of organizational citizenship behavior. Based on the results of this data and analysis, it can be concluded that job satisfaction affects organizational citizenship behavior following previous research conducted by Haque et al. (2019).

Moreover, organizational commitment influences organizational citizenship behavior. It can be seen from Table 10, which shows a t-statistic value of more than 1.96, namely 2.210 > 1.96 and a p-value of 0.028. It shows that a higher level of organizational commitment will lead to higher organizational citizenship behavior. On the other hand, this is also supported and can be seen from the results of the descriptive analysis of all indicators of the organizational commitment and organizational citizenship behavior variables, obtaining an average value of 4.153 which is in the committed category, and 4.268, which is in the very high category. These results indicate that the level of organizational commitment of XYZ employees is high, so it encourages high organizational citizenship behavior as well. The results of this description analysis can also be supported and seen by employees who are committed due to the existence of family relationships and togetherness within the company, and there is a form of loyalty from employees to continue working in and for the company so that this supports and increasingly encourages very high organizational citizenship behavior as well. Loyalty itself is a form of organizational citizenship behavior. Based on the results of this data and analysis, it can be concluded that organizational commitment affects organizational citizenship behavior following previous research conducted by Obedgiu et al. (2017).

Based on the results of the specific indirect effect in Table 11, servant leadership influences organizational citizenship behavior through job satisfaction. It is shown by the t-statistic value of 2.654 > 1.96 and the p-value of 0.008. It means that the greater the servant leadership ability felt by employees, the higher the level of job satisfaction or job satisfaction to encourage a higher level of organizational citizenship behavior. It is also proven through the results of the descriptive analysis, which shows that the indicators of servant leadership, job

satisfaction, and organizational citizenship behavior have a mean of 4.436 for the variable servant leadership and are included in the very capable category, 4.300 for the variable job satisfaction and are in the very satisfactory category. 4.268 for the organizational citizenship behavior variable and included in the very high category. These results conclude that employees feel very capable ability from servant leadership while working at the XYZ company; it encourages employees to have a very high level of satisfaction which further encourages the level of organizational citizenship behavior very high too. According to respondents, leaders who provide feedback, appreciation, suggestions, criticism, and directives from leaders make satisfaction at work higher. This high job satisfaction causes the desire to promote and develop the company to create a high sense of ownership or organizational citizenship behavior. Based on the results of this data and analysis, it can be concluded that servant leadership influences organizational citizenship behavior through job satisfaction following previous research conducted by Hamdan et al. (2020).

Moreover, servant leadership influences organizational citizenship behavior through organizational commitment. It is shown by the t-statistic value of 2.018 > 1.96 and the p-value of 0.044. Therefore, the greater the employee's servant leadership ability, the higher the level of organizational commitment of the employee to encourage a higher level of organizational citizenship behavior. It means that the greater the servant leadership ability felt by employees, the higher the level of organizational commitment to encourage higher levels of organizational citizenship behavior. It is also proven through the results of the descriptive analysis, which shows that the indicators of servant leadership, organizational commitment, and organizational citizenship behavior have a mean of 4.436 for the variable servant leadership and are included in the very capable category, 4.153 for the variable organizational commitment and include in the committed category, 4.268 for the organizational citizenship behavior variable and included in the very high category. From these results, employees feel that there is a very capable ability of servant leadership while working at the XYZ company. It encourages employees to have high organizational commitment, encouraging organizational citizenship behavior. According to respondents, leaders who provide assistance and want to support and who want to assume and build family relationships and togetherness encourage a high level of organizational commitment from employees. This family relationship encourages a high level of organizational commitment and the loyalty of individuals with a very high level of organizational citizenship behavior. Based on the results of this data and analysis, it can be concluded that servant leadership influences organizational citizenship behavior through organizational commitment following previous research conducted by Setiawan et al. (2020).

VI. CONCLUSION AND RECOMMENDATION

This study concludes that six of seven hypotheses are accepted, while servant leadership does not affect OCB. Based on the conclusions and discussions that exist, the suggestions given to the company are as follows:

1. In improving servant leadership, it is suggested and expected by the company, especially company leaders, to further assist employees in finding meaning in life and passion at work. Leaders can get closer and build more communication with employees to understand the lives of the employees themselves better. On the other hand, leaders can also rotate jobs and provide opportunities for employees to try other or new jobs to help them find passion at work.

2. In improving organizational citizenship behavior, it is suggested and expected that the company pays more attention to employees taking leave, and the company can reduce employee leave-taking by carrying out activities outside the company to refresh the mind or by giving incentives or bonuses. Incentives can be given by giving bonuses or incentives to employees who never take any leave. On the other hand, companies can also provide exemplary employee awards to encourage employees to own the company more, reducing the time taken by the employees themselves.

3. In increasing satisfaction at work or job satisfaction, it is advisable and expected that companies give employees more authority to regulate their work procedures to increase their satisfaction. Companies can provide opportunities and freedom in work procedures that do not harm the employees themselves or the company. At the same time, companies still need to supervise so that procedures do not harm or violate work ethics or norms.

4. In increasing organizational commitment, it is suggested and expected that the company pays more attention to employee salaries to retain potential employees and increase organizational commitment from employees. On the other hand, companies can also help relieve or provide financial and moral assistance to employees when experiencing difficulties.

5. For further research, it is hoped and suggested to research larger companies by involving more respondents to get better model prediction results. Due to limitations in this study which only involved 37 respondents, the prediction results of the model could be better.

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