

## **Intimate Servant Leadership and Transformational Leadership Improve Organizational Citizenship Behavior**

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**ABSTRACT:** *In responding to these changes, companies are required to manage and improve the quality of human resources by increasing the knowledge, skills and abilities of human resources so that the human resources involved in company processes or activities are knowledge-based human resources who have skills and expertise. This research aims to test and analyze the influence of Servant Leadership and Transformational Leadership on Organizational Commitment and Organizational Citizenship Behavior. The research was conducted through surveys and distributing questionnaires, the population of this study were back office employees. Distributing questionnaires to 45 respondents using a quantitative descriptive approach, with the analysis method using the Structural Equation Model (SEM) with the Smart-PLS 3.3.2 analysis tool. The results of this research are that Servant Leadership has a significant positive effect on Organizational Citizenship Behavior, Transformational Leadership has a significant positive effect on Organizational Commitment, Servant Leadership has a significant positive effect on Organizational Citizenship Behavior, Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior, and Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior.*

**KEYWORDS:** *Servant Leadership, Transformational Leadership, Organizational Commitment, Organizational Citizenship Behavior.*

### **I. INTRODUCTION**

The key to the successful growth of any organization is its ability to recruit, develop and retain human resource talent. The company has set its goal to be an organization that offers a positive work environment where every individual can develop his or her potential to the fullest. The research location is a company that operates in the cosmetics sector and focuses on cosmetic tools. Organizational Citizenship Behavior (OCB) is behavior that occurs at the discretion of an employee and is carried out voluntarily and without coercion. These behaviors go beyond the formal demands of a job or a formal job description. Research on performance is very diverse, such as research from (Soelton, 2023; Soelton, 2023; Sudiro et al., 2023; Rohman et al., 2023; Rohman et al., 2022. According to (Karyatun et al., 2023; Rohman et al., 2022). al., 2023; Aulia et al., 2023) the role of OCB is one of the factors that most determines the success of a company. Apart from OCB, organizational commitment can also influence a company's management system. According to (Susanty et al., 2019; Ramli et al., 2019; Soelton & Atnani, 2018) states that organizational commitment is a worker's assessment of the extent to which their work as a whole meets their needs (Malewa et al., 2021; Sintyaningsih et al., 2020.; Nanda et al., 2020)

We discovered this phenomenon based on interviews from official company officials, one of which is that there are problems related to the sincere behavior of employees, there is a visible decrease in cooperation and mutual envy, as well as a decrease in the spirit of cooperation. The sense of responsibility of some employees towards their respective duties and the lack of empathy towards co-workers which results in a decrease in OCB and a low level of employee commitment among employees. Therefore, it is important to educate employees about the development of Servant Leadership and Transformational Leadership, so that it has a positive impact, namely being able to take responsibility for their respective duties and have the awareness to help their co-workers a little. Based on the data, it can be concluded that for 1 year it was relatively unstable. The highest level of employee absenteeism occurred more than in the previous month. This occurs due to a lack of employee commitment in following the regulations set by the company as well as the low level of discipline and responsibility given by the company to employees. Apart from that, the company, namely superiors, also does not give warnings or sanctions to employees who violate company regulations or procedures. From the explanation above, it shows that employee behavior is still lacking in Organizational Commitment and Citizenship Behavior towards the company.

Organizational Citizenship Behavior (OCB) also has an important role for employees, because if employees have Organizational Citizenship Behavior (OCB) then the employee will work as optimally as

possible for the company. According to (Organ 2012; Soelton et al., 2022; Karyatun et al., 2022; Wiyono et al., 2021; Soelton et al., 2021) OCB is an employee's willingness to take on a role (role) that exceeds the main role in an organization, so it is called extra-role behavior. Extra-role behavior is work behavior that exceeds specific performance standards. Extra-role behavior has important implications for organizations, because this refers to employee work behavior related to the organization and other co-workers. Apart from that, the positive attitude of employees' extra role behavior has a positive influence on the efficiency and effectiveness of overall organizational performance (Soelton et al., 2020; Soelton et al., 2019).

Companies need to remember that creating organizational commitment as much as possible will greatly influence employee creativity and company survival. Increasing the ability, self-confidence and knowledge of fellow employees in carrying out their duties, the level of Servant Leadership and Transformational Leadership will increase, so that organizational commitment will also increase. Organizational commitment is not just about providing adequate rest time for employees, but can be realized by carrying out two-way communication, and providing compensation commensurate with what they do.

This research cites situations in previous studies which provided mixed responses. From Purwani's research results, (2017); Mazarei and Nourbakhsh (2013); Harwiki (2013); Suyadi (2016); Soelton, (2023); Soelton, (2023); Sudiro et al., (2023); Rohman et al., (2023); Rohman et al., (2022); Karyatun et al., (2023); Aulia et al., (2023), stated that Servant Leadership has a positive effect on Organizational Commitment. This research cites citations to previous studies which provide mixed responses. One of the studies conducted (Latib, Azis, Maria, 2016) shows that organizational commitment has a positive and significant effect on organizational commitment. And (Lucia Maduningtias, 2017) which shows that directly transformational leadership, organizational commitment and work motivation have a positive and significant effect on OCB.

Meanwhile, research by Nanda et al., 2020; Susanty et al., 2019; Ramli et al., 2019; Soelton & Atnani, 2018; Malewa et al., 2021; Sintyaningsih et al., 2020; Nuning Lisdiana, 2017 shows that organizational culture does not have a significant effect on organizational commitment. further research (Purnawati et al., 2017 Nanda et al., 2020; Susanty et al., 2019; Ramli et al., 2019; Soelton & Atnani, 2018; Malewa et al., 2021; Sintyaningsih et al., 2020); shows that transformational leadership has a positive influence and does not have a significant influence on organizational commitment. And research from (Sengkey et al., 2018; Karyatun et al., 2022; Wiyono et al., 2021; Nanda et al., 2020; Susanty et al., 2019; Ramli et al., 2019; Soelton & Atnani, 2018; Malewa et al., 2021) shows that organizational commitment has a negative and insignificant influence on OCB.

## II. THEORETICAL REVIEW

### **Servant Leadership**

Leadership Ministry was created by Robert Greenleaf, a former AT&T executive (1904-1990). Servant leadership is built from two terms, namely "leader and servant (servant)". Both terms are "Oxymoron" because they play two different roles at one time namely "serving and leading". Service leadership is one way of connecting others to serve needs and promote personal growth, while also strengthening the organization (Thomas S and Snell, 2014). Servant Leadership variables are measured from five indicators, namely altruistic calling, emotional healing, wisdom, persuasive mapping and organizational stewardship (Kwistinus and Devie, 2015).

### **Transformational Leadership**

According to Robbins and Judge (2014), Transformational Leadership is a leader who inspires his followers to convey their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. Then according to Modiani (2014), transformation leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards. According to Robbins and Judge (2014) there are four components of transformational leadership, namely: Inspirational Motivation: Individualized Consideration

### **Organizational Commitment**

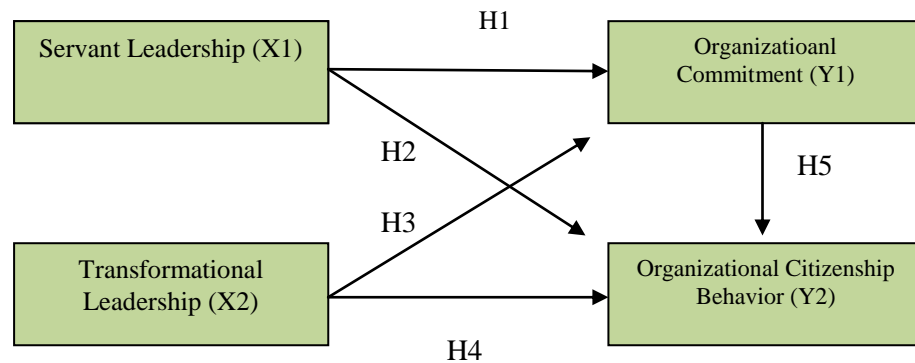
According to Soelton et., al (2019), Arjianto et., al (2018) and Nurhayatia et., al (2017), organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. According to Wirawan (2013) organizational commitment is an interest or interest possessed by employees or employees to the organization or place where they work, the interest possessed by employees is physical interest and psychological interest. Physical attraction here means that employees will always be there or ready when needed by the company and employees will also be where they work during working hours. In addition, employees will carry out or perform tasks in accordance with the job description that has been given, work standards and targets that have been set by the company or organization. Psychological interest means that employees or employees feel happy and have pride in being employees in the company or organization. The dimensions of Commitment according to Meyer and Allen (Luthans, 2011) in Wibowo (2014) are: Affective Commitment, Continuance Commitment, normative Commitment.

**Organizational Citizenship Behavior.**

Extra-role behavior refers to an employee's readiness to take on a role (role) greater than his primary function in an organization. This is referred to as extra-role behavior, Soelton et al., 2019; Malewa et al., 2021). Organizations with good personnel will have greater job performance. Work conduct that surpasses particular performance requirements is referred to as "extra-role behavior." Because it pertains to the work conduct of employees connected to the organization and other coworkers, extra-role behavior has significant repercussions for the organization, (Soelton et al., 2022; Karyatun et al., 2022). Furthermore, the employee's good attitude toward extra-role conduct has a beneficial influence on the efficiency and effectiveness of the organization's overall performance, (Sintyaningsih et al., 2020).

**III. HYPOTHESES AND CONCEPTUAL FRAMEWORK**

The model shown in Figure below was created based on a literature review for this paper



**Figure 1. Conceptual Framework**

- H1: Servant Leadership to Organizational Commitment
- H2: Transformational Leadership to Organizational Commitment
- H3: Servant Leadership to Organizational Citizenship Behavior
- H4: Transformational Leadership to Organizational Citizenship Behavior
- H5: Organizational Commitment to Organizational Citizenship Behavior

**IV. RESEARCH METHOD**

The design of this research begins with identifying problems at the research location, formulating the problem, and developing a basic theory to strengthen the basis for each variable. So the sampling technique in this research is a saturated sample, namely a sample treatment in which all members of the population are sampled. This research uses a quantitative approach where the survey was conducted using a questionnaire method with SEM (Partial Least Square) methodology. This research design is based on research methods. Researchers collected data from PT Karis Cosmetics Jakarta. The sampling technique uses saturated samples with a sample size of 45 which is the entire population.

This research uses primary and secondary data collected through an online questionnaire with an ordinal scale. Items for each variable (independent, mediating, and dependent variables) were adapted from previous research (Soelton et al., 2022; Syintianingsih, 2019; Soelton et al., 2023; Rohman, 2023) with slight modifications. Meanwhile, this research measures Organizational Citizenship Behavior which is measured by altruism, prudence, courtesy, civic virtue, and sportsmanship. Organizational Commitment is measured by indicators, affective commitment, normative commitment, and sustainability commitment. Employee performance is measured by indicators, punctuality, good and correct. work discipline, professionalism, cooperation. skills, knowledge, honesty, punctuality, good and correct. Transformational Leadership is measured by indicators, inspirational motivation, and individual consideration. Servant Leadership is measured by indicators, love, humility, vision, trust, servant leadership, empowerment,

Before using the questionnaire first test the validity and reliability. Structural Equation Modeling (SEM) is applied to econometric and psychometric insights in social science studies because it can causally test theoretically validated and additive models (Haenlein & Kaplan, 2004; Statsoft, 2013). Furthermore, data analysis using PLS-SEM (Partial Least Square structural equation modeling). These methods are based on

the Covariance Approach SEM (CB-SEM) and Partial Least Square–SEM (PLS-SEM) with strengths and weaknesses, especially with the assumption statistics and resulting fit statistics. CB-SEM has several limitations and only follows certain criteria, 1) the sample must be large; 2) the data must be normally distributed; 3) construct indicators must be reflective; and 4) trigger factors (errors) caused by the program's inability to produce results because the model is not identified (Reinartz et al., 2009; Sarstedt & Hwang, 2020). Therefore, this limitation can be solved by Partial Least Square-SEM (PLS-SEM), the development of complex models of causal relationships with latent variables. In addition, it is robust or invulnerable to multivariate statistical statistics that simultaneously handle multiple response and explanatory variables (Ramzan & Khan,2010).

**V. RESULTS AND DISCUSSION**

**RESULTS**

Based on the results of data processing in Table 1 below, shows that out of 45 respondents, there were 39 (86,7%) male respondents, and 6 (13,3%) female respondents. The highest number of respondents aged between <25 years, namely 21 (46,7%) respondents and the lowest were respondents aged >40 years, namely 0 (0,0%) respondents. While the last level of education was S1 with 18 (40,0%) respondents, while respondents with a few other levels of education were 6 (13,3%) respondents. While employees with the longest working period of 3-5 years were 25 (55,6 %) respondents, for the last working period >10 year there were 0 (0,0%) respondents

**Table 1.** The respondents' characteristics

No	Gender	Age's	Education level	Work Period
1	Male = 39 (86,7%)	<25 = 21 (46,7%)	Senior High School = 9 (20,0%)	<2 = 7 (15,6%)
2	Female = 6 (13,3%)	23 – 35 = 9 (20,0%)	Diploma = 6 (13,3%)	3 – 5 = 25 (55,6%)
3		36 – 40 = 15 (33,3%)	S1 = 18 (40,0%)	5 – 7 = 13 (28,9%)
4		>40= 0 (0,0%)	S2 = 12 (26,7%)	>10 = 0 (0,0%)

Source: Process Data

To assess this model using PLS, start observing the R-Square (Goodness of Fit/GoF) tested by R2 for each assigned latent variable. According to Ghozali (2014), an R2 value of 0.75 indicates strong, 0.50 indicates moderate and 0.25 indicates weak. The relevance of the predicted value (Q-squared) is 0.02 which means small, 0.35 means medium, and 0.35 means large. Testing the GOF/Goodness of Fit model uses Predictive Relevance (Q2) on the inner model. The value (Q2/Q-square) must be greater than zero (0) which indicates the model has predictive relevance.

**Table 2.** Model Goodness of Fit

Variable	Ave	Composite Reliability	Alpha	R-2
Organizational Citizenship Behavior	0.505	0.936	0.927	0,837
Organizational Commitment	0.523	0.881	0.839	0.955
Servant Leadership	0.535	0.900	0.871	
Transformational Leadership	0.517	0.859	0.812	

Source: Process Data

The structural model indicates that the model in the organizational citizenship behavior variable can be said to be strong because it has a value above 0.67, while the model in the organizational commitment variable can be said to be strong because it has a value above 0.67. The model of the influence of independent latent variables (servant leadership, and transformational leadership) on organizational commitment gives an R-square value of 0.955 which can be interpreted that the variability of organizational commitment constructs can be explained by the variability of servant leadership constructs, and transformational leadership is 95.5% while 4.5% is explained by other variables outside the studied. Organizational citizenship behavior has an R-Square value of 0.837, so it can be interpreted that the variability of organizational citizenship behavior constructs that

can be explained by the variability of servant leadership, transformational leadership, and organizational commitment constructs is 83.7% while 16.3% is explained by other variables outside the studied.

**Goodness of Fit Model Test Results**

Goodness of Fit Testing The structural model on the inner model uses predictive-relevance (Q2) values. A Q- square value greater than 0 (zero) indicates that the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculation:

The value of predictive relevance is obtained by the formula:

$$Q^2 = 1 - (1 - R1) (1 - R_p)$$

$$Q^2 = 1 - (1 - 0.837) (1 - 0.955)$$

$$Q^2 = 1 - (0.163) (0.045)$$

$$Q^2 = 0.9927$$

The calculation results above show a predictive-relevance value of 0.9927, which is greater than 0 (zero). This means that 99.27% of organizational citizenship behavior and organizational commitment (dependent variables) are explained by the independent variables used. Thus the model is said to be feasible having relevant predictive value.

The estimated value for the path relationship in the structural model must be significant. The significance value for this hypothesis can be obtained using the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the bootstrapping report algorithm. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics). The following table shows that hypothesis testing shows that: Servant Leadership has a significant positive effect on Organizational Citizenship Behavior, Transformational Leadership has a significant positive effect on Organizational Commitment, Servant Leadership has a significant positive effect on Organizational Citizenship Behavior, Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior, and Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior.

**Table 3.** Testing the direct effect and Mediating Test

	<b>Original Sample</b>	<b>Standard Deviation</b>	<b>T-Statistics</b>	<b>P Values</b>	<b>Description</b>
Servant Leadership > Organizational Commitment	0.646	0.111	5.806	0.000	Positive Significant -
Transformational Leadership > Organizational Commitment	0.522	0.092	4.507	0.00	Positive Significant -
Servant Leadership > Organizational Citizenship Behavior	0.331	0.102	3.257	0.002	Positive Significant -
Transformational Leadership > Organizational Citizenship Behavior	0.369	0.108	3.413	0.001	Positive Significant -
Organizational Commitment > Organizational Citizenship Behavior	0.598	0.122	4.931	0.000	Positive Significant -

Source: Process Data

The measurement is a model analysis to test the reliability and validity of each dimension and the indicators used to measure each variable that was built previously. The dimensional analysis of the model can be defined by explaining the discriminant validity value by assessing the square root value of AVE



(Average Variance Extracted) with a boost value of more than 0.5 and a loading factor of more than 0.5, construct validity, and Cronbach Alpha because the composite reliability must be more than 0.70. The R<sup>2</sup> (R-square) value indicates a strong creation. So, the proposed model is supported by empirical research where it is identified as the correct model. Likewise, the AVE value > 0.5 indicates that each variable in the model meets the standard of discriminant validity. Composite reliability and Cronbach Alpha values for each variable are greater than 0.7 (> 0.70), meaning that each variable is considered reliable. The measurement results based on fact analysis processing on dimensional model-based indicators show that each indicator processed in Table 2 above is categorized as invalid where most of the loading issue values are more than > 0.50 (more than 0.50).

## DISCUSSION

### **The Influence of Servant Leadership on Organizational Commitment**

Based on the hypothesis test in this study, the results of the T-statistic value were obtained at 5,806, the original sample value was 0.646, and the P Values value was 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that servant leadership has a positive and significant effect on organizational commitment. The results of this study are in line with the research of (Soelton et al., 2019; Malewa et al., 2021; Sintyaningsih et al., 2020.; Soelton et al., 2022; Karyatun et al., 2022; Karyatun et al., 2022; Wiyono et al., 2021).

### **The Effect of Transformational Leadership on Organizational Commitment**

Based on the hypothesis test in this study, the results of the T-statistic value of 4,507, the original sample value of 0.552, and the P Values of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that transformational leadership has a positive and significant effect on organizational communication. The results of this study are in line with the research of (Soelton, 2023; Sudiro et al., 2023; Rohman et al., 2023; Ramli et al., 2019; Soelton & Atnani, 2018).

### **The Influence of Servant Leadership on Organizational Citizenship Behavior**

Based on the hypothesis test in this study, the results of the T-statistic value of 3,257, the original sample value of 0.331, and the P Values of 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that servant leadership has a positive and significant effect on organizational citizenship behavior. The results of this study are in line with the research of (Rohman et al., 2022; Karyatun et al., 2023; Aulia et al., 2023; Soelton et al., 2022; Nanda et al., 2020; Susanty et al., 2019; Wiyono et al., 2021; Soelton et al., 2021; Soelton et al., 2020)

### **The Effect of Transformational Leadership on Organizational Citizenship Behavior**

Based on the hypothesis test in this study, the results of the T-statistic value of 3.413, the original sample value of 0.369, and the P Values of 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that transformational leadership has a positive and significant effect on organizational citizenship behavior. The results of this study are in line with the research of (Soelton, 2023; Soelton, 2023; Sudiro et al., 2023; Rohman et al., 2023; Rohman et al., 2022; Karyatun et al., 2023; Aulia et al., 2023).

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Based on the hypothesis test in this study, the results of the T-statistic value of 4,931, the original sample value of 0.598, and the P Values of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that organizational commitment has a positive and significant effect on organizational citizenship behavior. The results of this study are in line with the research of (Nanda et al., 2020; Susanty et al., 2019; Ramli et al., 2019; Soelton & Atnani, 2018; Malewa et al., 2021; Sintyaningsih et al., 2020).

## VI. CONCLUSION

### CONCLUSION

This study tries to analyze variables related to servant leadership, transformational leadership, organizational commitment, and organizational citizenship behavior. The results of this study obtained the following conclusions: Servant leadership has a significant positive effect on organizational commitment, this means that if servant leadership is applied by a good leader, it will be marked by high organizational commitment as well. Transformational leadership has a significant positive effect on organizational commitment, this means that the better the transformational leadership applied in the company, the organizational commitment of employees will increase. Servant leadership has a significant positive effect on organizational citizenship behavior, meaning that the better the servant leadership of a leader, it will produce organizational citizenship behavior that tends to be better. While transformational leadership has a significant positive effect on organizational citizenship behavior, meaning that if the transformational leadership imposed by the company is

getting better, it will produce better organizational citizenship behavior. Organizational commitment has a significant positive effect on organizational citizenship behavior, this means that organizational commitment that is well applied will make organizational citizenship behavior of a company increase.

Companies should pay more attention to the wants and needs of subordinates and motivate them. Employees who get attention from superiors, understand their wants and needs and motivate them will be able to foster a sense of pride in the leader who will later gain the respect of his subordinates. Building organizational commitment should pay attention to leadership aspects and job satisfaction aspects such as salary, promotion opportunities, and co-workers because it will have an impact on their enthusiasm at work and the desire of employees to remain in the organization. And where a leader who is able to motivate, understand the situation of subordinates and give attention individually will be able to increase a sense of confidence and trust in the leader and the organization. Companies should instill a committed attitude to employees. Fostering employees to be willing to stay in the company by providing financial benefits that are in accordance with the workload taken by employees. Instilling an attitude of responsibility to employees in handling work so as to foster a high commitment in employees to the company

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