THE ROLE OF SERVANT LEADERSHIP IN ENHANCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT AS MEDIATOR

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ABSTRACT: *The role of organizational citizenship behavior to achieve company objectives is deemed of supreme importance, and this study endeavors to measure the increase of organizational citizen behavior for employees effected by servant leadership through the mediation of commitment to the organization. Data collection utilized Linkert scale questionaires as a research tool, covering 214 respondents of the PT. Pegadaian (Persero). Data processing utilized the Listrel software program and The Structural Equation Model (SEM) was used for applied statistical method. The result of the study was that the data, as well as the structural equations built upon it, fitted the hypothese upon which the theoretical model was based, and therefore could be accepted, and consequently it can be concluded that servant leadership has a positive and significant impact, directly and indirectly, on organizational citizenship behavior through organizational commitment mediation.*

KEYWORDS: Organizational Citizenship Behavior, Commitment To The Organization, Servant Leadership

INTRODUCTION

The level of organizational citizenship behavior in an organization will increase the level of productivity, efficiency and effectivity and facilitate, the entry of new resources into the organization, contribute to the tranformation of resources, bring about inovation and enhance the adaptive capacities. According to Schultz and Schultz (2006): organizational citizenship behavior is an identification of employee bahvior where the organization will be succesful with members who act as "good organizational citizens".

One of the factors able to enhance organizational citizenship behavior is the commitment of individual workers towards the organization. Commitment will create loyalty, fidelity and an intent to work as good as possible tserve the interests of the organization, and this will enable the employees solve problems and react in flexible ways to demands for change or transformation. A employee having a high level of commitment to his/her organization will do anything to advance this organization because his/her belief in it. Spector (2012) mentions commiment to the organization as a form of ethics that can undergo changes in the workplace.

Mowday, Steers, and Porter (1979) hold that to measure the level of commitment of an employee towards his/her organization there are three factors to be considered, the employees' acceptance of and involvement with the objectives and goals of the organization; his/her willingness to work hard for the organization; and the willingness to stay with the organization.

This can be shown for employees who have worked for different lengths of time, have enjoyed different levels of education and hold different rank of course have also different levels of commitment towards the organization.

As a company in the fields of services provision the role of leadership is expected to support management of and influence the creation of a corporate climate that is condusive to creating change and growth for others and the organization as well, as expounded by Hughes, Ginnett and Curphy (2012), namely that the goals of an organization can be acheived when there is a commitment towards these goals shared by the management and the workers. In this, the role of servant leadership to influence, support and aid the workers, and to motivate them as individuals as well as a group to work together in achieving a common goal, is expected to enhance commitment and organizational citizenship behavior of the employees of PT. Pegadaian (Persero).

REVIEW OF THEORY

Organizational Citizenship Behavior

Organ (1988) states that organizational citizenship behavior is voluntary behavior that can not be enforced and is not formally rewarded yet is ablt to contribute to the productivity nd efectivity of the organization.

According to Smith, Organ and Near (1983), this behavior creates the engines of social organization as well as the flexibiltity needed to work through a multitide of departments and aids the workers in an organization to overcome conditions of interdependence.

The people bound to organizational citizenship behavior are motivated to support the organization and their colleagues with little things that are actually not requested, Aamodt (2010).

In this study, organizational citizenship behavior is defined as voluntary, consistent and as working surpassing the minimum standards formally set, and providing real contributions for the organization.

There are five aspects that can be measurements to organizational citizenship behavior according to Organ (1988) as follows:

a. Altruism: behavior aimed at lessening the work load of individuals in an organization.

b. Conscientiousness: acting upon the interest of the organization and complying with the rules of the organization.

c. Sportsmanship: the tolerance of unfavorable situations in the workplace without complaining.

d. Civic virtue: involvement in organizational events and caring for the continuation of the organization's subsistence.

e. Courtesy: helping colleagues to avoid problems in the work place by providing councel and information and showing appreciation for their needs.

Organizational Commitment

Commitment towards an organization is a psychological attitude characterized by the internalization and and acceptance of the goals and values invested in the organization, a willingess to make an serious effort for the organization and a strong willingness to remain as members of the organization, Meyer and Allan (1997)

Mowdey, Porter and Steers (1982) hold that the commitment to an organization is the strength of its employees to identify with and involve themselves in the parts of the organization.

On the other hand according to Mathieu and Zajac (1990), commitment to an organizations is a work attitude related to the participation of the workers and and their aspiration to remain with the organization is clearly related to the organizational performance.

Commitment to the organization in this study is about the total involvement and active participation of person towards the organization, cognitively and affectively.

The aspects of commitment to an organization commonly refered to in measuring the commitment are from Meyer, Stanley, Herscovitch and Topolnytsky (2002) who identify three aspects as the following:

a. Affective commitment, the emotional attachment of workers to the organization. Workers who have a strong affective commitment will self identify with the organization and will involve themselves actively in the organization, and will enjoy their membership in it. The key to commitment is want to.

b. Continuance commitment, a commitment based upon rational need. This commitment is shaped by rational considerations of costs and benefits. The key to this commitment is need to.

c. Normative commitment is based upon the belief of workers that they should stay in the organization. Worlers who have a high normative commitment will stay with the organization because they believe the they should (ought to).

Servant Leadership

Greenleaf (2008) defined servant leadership as an act driven by affection and one's conscience that urges to serve first. Furthermore Greenleaf (2008) holds that a servant leader is an individual who is positioned at the front and shows the way. A servant leader is open to inspiration and change, has initiative, provides ideas and structure and is ready to take risks and face failure.

Barbuto and Wheeler (2002) hold that servant leadership is driven by the belief that leadership is a continuous learning process.

Yukl (2010) furthermore holds that servant leadership is a form of leadership that supports others, strengthens trust and cooperation in in relationships.

In this study servant leadership is embodied in a leader who likes to provide services, motivates and appeals to all others to advance and fulfill their potential for the good of the organization.

Barbuto and Wheeler (2006) have formulated five instruments to measure the realization of servant leadership:

a. Altruistic calling: a strong wish of a leader to accomodate the needs of the members of his/her organization.

b. Emotional healing: the capacity of a leader to provide emotional support, restore the spirit of the organization's members from trauma caused by failure or other causes.

c. Wisdom: the awareness of a leader of his environment, enabling him/her to understand a situation and what it implies.

d. Persuasive mapping: the ability of a leader to map out and conceptualize problems and has also the capacity to persuade the organization's members to develop a forward vision and involve themselves directly in the organization to realize their vision.

e. Organizational stewardship: is what characterizes a leader who prepares the organization's members to have a positive impact on a responsibility towards their organization, as well as the environment and society in which they are embedded.

METHOD

The population of the study were all of the employees of the PT. Pegadaian (Persero) using random sampling according the Slovin formula to get a sample of 214 respondents having a trust rate of 95%. The research tool was a Linkert scale questionaire having a 1-7 range of scale. The collected data was processed using the Lisrel version 8.72 software and for statistical method the Structural Equation Model and was applied using the Latent Variable Score technique.

THE RESULT OF THE STUDY AND ANALYSIS

Examination of the research data with the Structural Equation Model formulating the Latent variable score results in the Strucural Hybrid Recursive Task Technology Fit model. This structural model model represents the regression coefficient of servant leadership that is smaller towards organizational citizenship behavior than towards organizational commitment. Furthermore, the regression coeffecent of commitment toward the organization as mediation towards organizational citizenship behavior is also smaller than the regression level of servant leadership towards commitment to the organization.

Picture Strucural Hybrid Model Standardized Solution
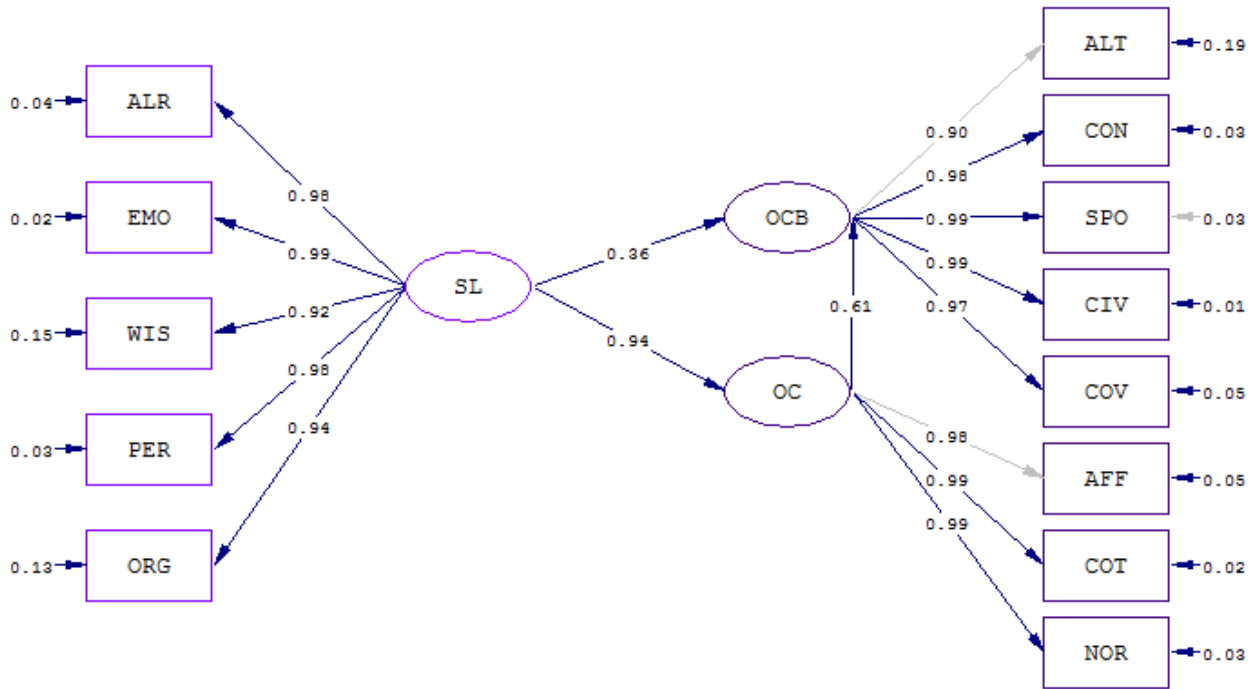
Chi-Square=281.37, df=63, P-value=0.00000, RMSEA=0.080

Picture Strucural Hybrid Model T-Value
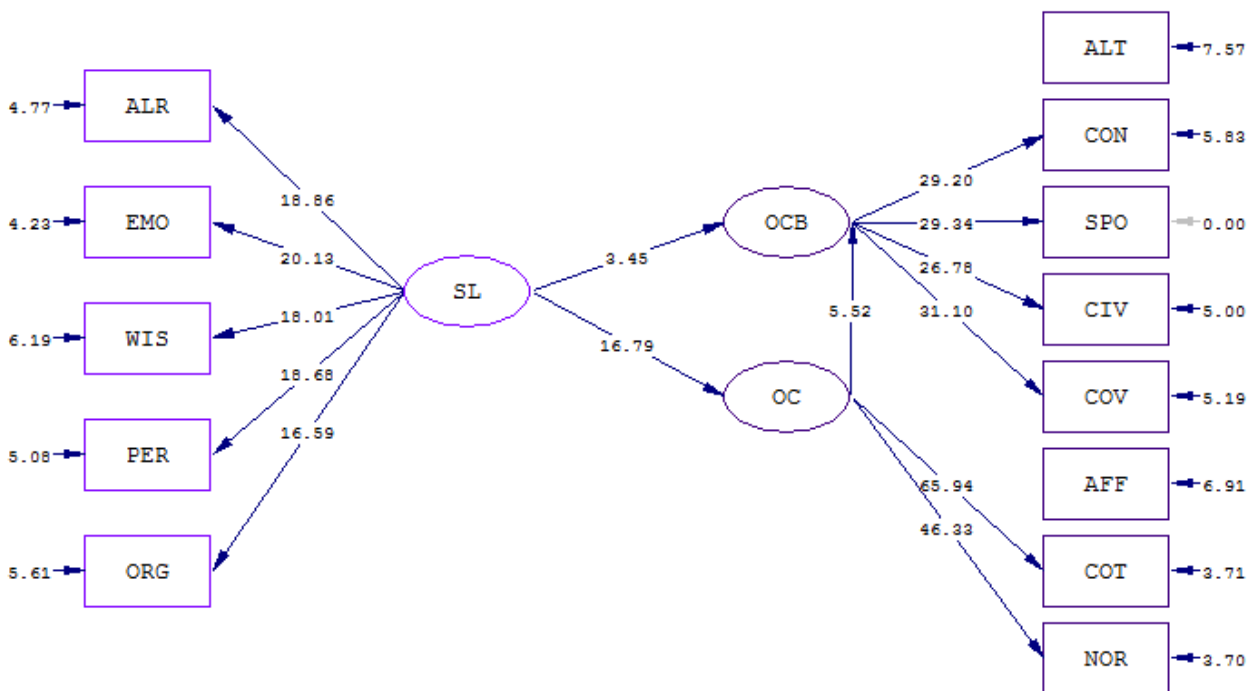
Chi-Square=281.37, df=63, P-value=0.00000, RMSEA=0.080

The picture shows that the loading factor which shapes organizational citizenship behavior is found in the sportsmanship dimension measuring 0.99. Furthermore, civic virtue 0.99, conscientiousness 0.98, courtesy 0.97, altruism 0.90. The highest employee comitment loading factor is found in the continuance commitment dimension 0.99, normative commitment 0.99, affective commitment 0.98. Meanwhile, the highest loading factor for servant leadership is related to emotional healing 0.99, altruistic calling 0.98, persuasive mapping 0.98, organizational stewardship 0.94, wisdom 0.92. The increase of employee organizational citizenship behavior is influenced directly by the role of servant leadership 0.36 with a significance level of 3.45, the direct influence of employee commitment to the organization is 0.61 with a significance level of 5.52, the indirect impact of leadership is 0.52 with a significance level of 5.01. The increase of commitment to the organization directly influenced by peran servant leadership is 0.94 with a significance level of 16.79.

Hence the total effect of servant leadership mediated comitment towards the organization on the increase of the value for organizational citizenship behavior at PT. Pegadaian (Persero) is 0.84 with a significance level of 13.69. The value of the determination coeficient (R^2) in the OCB equation is 0.88.

In examining validity and reability of each indicator, these indicators have good validity and reabilty with a standardized loading factor above the cut off ≥ 0.50, construct reability above the cut off ≥ 0.70, i.g. at ocb = 0.99; ko = 0.99; sl = 0.98, varience extracted above the cut off ≥ 0.50, i.g. at ocb 0.94; ko = 0.97; sl = 0.93.

The output illustrates that the model absolutely fits at RMR = 0.016 according to the criteria good fit; NCP = 85.32 (53.56-124.80) not good fit; ECVI = 0.96 (S = 0.86; I = 64.39) good fit; Chi-square = 281.37 (p = 0.00) not fit; good fit RMSEA = 0.080 for good degree of precision 0.063-0.097 (p = 0.0022) not good fit; GFI = 0.82 according to the criteria not fit, incremental fitness of the model NFI = 0.99; NNFI = 0.99; CFI = 0.99; IFI = 0.99; RFI = 0.99 according to the criteria good fit; AGFI = 0.74 according to the criteria not fit, fitness of the parsimony model at AIC = 204.32 (S = 182.00; I = 13649.93) good fit; CAIC = 326.44 (S = 578.88; I = 13706.62) good fit; CN = 132.51 is falls in the category not fit.

CONCLUSION

Based upon the result of the analysis of the examinated data, the respondents of have a good opinion of a description of servant leadership and commitment towards the organization and a very good opinion of the description of organizational citizenship behavior.

Based upon the analysis of the overall model fit and of the measurement model fit, the theoretical model of the study is acceptable and in accordance with the emperical data.

The examination of the hypothese leads to the conclusion that there is a positive and significantly good direct as well as indirect effect of servant leadership on organizational citizenship behavior through the mediation of commitment towards the organization within PT. Pegadaian (Persero).

DISCUSSION

In influencing workers, servant leadership brings pariticpative behavior to the fore in the form of financial service provision to its employees, and this causes the workers to take the initiative to emulate the behavior demonstrated by their leadership. Baytok and Ergen (2013) hold that behavior, attitudes and decision making by leader impacts the level of organizational citizenship behavior of the workers. According Greenleaf, Frick and Spears (1996) to bring about change and growth in others and the organization, servant leadership makes decisions by utilizing their talents, which leads to them becoming leaders who serve.

The servant leadership apparent at PT. Pegadaian (Persero) has a positive and significant impat on organizational citizenship behavior although the value of its regression coefficient is less than the effect of servant leadership towars organizational commitment, but this is neglectable because the character of a servant leader becomes apparent after somebody is in the position of leadership. Fiedler (1967) holds that the success of a leader depends on two factors, the typical way the leader interacts with the members of the organization he/she is leading, and control of a situation where the degree of control determines the the degree of his informal autority. According to Stum (2001), the quality of leadership in an organization is reflected in the commitment of the workers towards their organisation. And this means that the role of a good leader is to be supportive others and helpfull to the employees in order that they become wholesome and competent workers based upon the trust that every individual has an unique potential which plays a role in shaping their commitment towards the organizatioin and its goals. In their research Chinomona, Mashiloane and Pooe (2013) concludes that the effect of servant leadership is positive and significant on commitment towards the organization. Mira and Margaretha (2012), hold that is servant leadership has a positife influence on commitment towards the organization and organizational citizenship behavior.

The behavior of workers is shaped in the form of organization citizenship behavior has a great effect on productivity and effectivity of the organization, whcih needs the support of every individual member, personally and groupwise, and the role of the organization's leadership. The role of and servant leadership style manager who inspires the organization members to provide services to others instigating them to advance. The attitudes and behavior that are shaped in such way will grow into commitment towards the organization and from there into organizational citizenship behavior. Robbin and Judge (2008) are of the opinion that commitment towards the organization is one of the factors of organizational citizenship behavior. Like Mathieu and Zajac (1990) hold, the higher the level of services provided by a servant leadership style leader to his/her employees, the higher is their commitment towards the organization. Meanwhile Smith, Organ and Near (1983) hold that the role of leader as a model for his employees shapes their organizational citizenship behavior. This again is in accordance with research by Prabowo and Setiawan (2013) who conclude that servant leadership and commitment towards the organization simultaneously has a significant impact on organizational citizenship behavior.

The examination of the hypothese in this study, of PT. Pegadaian, concurs with the above mentioned and that a strengthening of the characteristics of servant leadership will positively impact commitment towards the organization and results in a positive contribution to the enhancement of organizational citizenship behavior in the workplace.

RECOMMENDATIONS

There is need to conduct a periodical evaluation of organizational citizenship behavior through the use of questionaires, group discusion between groups of workers and between divisions of an organization/company. The results of these evaluations and subsequent reviews can be used to remotivate workers and give awards to workers who have acheived work quota. There is also a need for a program for recreation and innovation and special rewards for creative and innovative work done.

Giving fair feed back for commitment and advances in position should not only based on a top down evaluation system, but should involve a 360 system, a rotation system, field assignements and outbound activities. In this way all workers feel that they have attention and are appreciated and will give their commitment to the organization freely.

Group Discussions to Improve Communicatians processes between leadership and the rank and file, personally and groupwise, will narrow the gap and entice workers to advance themselves, becoming more productive. Leaders should be more open to accept input and advise from workers to stimulate their active participation personally and groupwise will narrow the gap and entice workers to advance themselves, becoming more productive. Leaders should be more open to accept input and advise from workers to stimulate their active participation become committed to their organization.

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