



THE EFFECT OF SERVANT LEADERSHIP ON ESTABLISHMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) THROUGH ORGANIZATIONAL COMMITMENT OF EMPLOYEE IN PT. AWAM BERSAUDARA

Awwab Hafidz Al Faruqi¹

¹Master Study Program of Human Resources Development. Postgraduate School of
Universitas Airlangga. Surabaya. Indonesia

E-mail : awwab.alfaruqi@gmail.com

Falih Suaedi²

²Departemen Administrasi Negara, Fakultas Ilmu Sosial dan Politik,
Universitas Airlangga

Windijarto³

³Departemen Manajemen, Fakultas Ekonomi dan Bisnis,
Universitas Airlangga

Abstrak

Organizational Citizenship Behavior (OCB) is seen as an alternative strategy for companies in managing human resource behavior, including family businesses that have their own characteristics. The family company is currently actively making changes as the implication of the dynamic business world and intense competition. Therefore we need Organizational Citizenship Behavior (OCB) applied by the employees to improve work productivity and maintain the company's existence. The leadership characteristics or servant leadership and organizational commitment are external factors in the formation of employee's Organizational Citizenship Behavior (OCB). This research was conducted to test, analyze and determine the effect of servant leadership on the formation of Organizational Citizenship Behavior (OCB) through organizational commitment to employees in PT. Awam Bersaudara. This study uses a quantitative approach with 139 respondents who are employees of PT. Awan Bersaudara. The results of this study indicate that there is a direct influence between servant leadership on Organizational Citizenship Behavior (OCB) with a significance value of 0.666 (<0.5) and there is an indirect effect between servant leadership on Organizational Citizenship Behavior (OCB) through organizational commitment as a moderator variable indicated by the value of 0.013 (<0.5), which proved that organizational commitment as moderator variable strengthen the relation of servant leadership towards Organizational Citizenship Behavior (OCB).

Keywords : Servant Leadership; Organizational Citizenship Behavior (OCB); Komitmen Organisasi

A. INTRODUCTION

A family company as an organization with different characteristic compared with others. According to Marpa (2012)¹ a family business is a company that was build, lead, and being managed by the family members itself. That is why the family members are dominating

¹ Nyoman, Marpa. (2012). Perusahaan Keluarga Sukses Atau Mati. Cergas Media : Tangerang. Pp. 3

the majority of organization's structure. In this global era where family company need to strive to keep it existence while keep on being competitive and dynamic. There is one a way to manage their human resource behavior to achieve that. A good performance from employee assert another employee to keep their performance in satisfying level which will help the company achieve their goal. In this case, company does not only need the employee to do *in-role* behavior but also the extra-role or Organizational Citizenship Behavior (OCB). OCB includes; helping others, volunteering for extra tasks, obeying the rules and procedures at work (Titisari,2014)². Thus this indicates that OCB is important for the company to improve the organization and their employees performance. But in reality, this behavior still receives minimal to none attention from company management, especially in family companies.

Organ et al (2006)³ explain that the leadership style is a main factor of external factors that could establish employees OCB. The leadership style of a company is a big matter since it would influence all people activities in order to achieve the company's goal. According to Patterson (2003)⁴ said that a typical servant leadership is a typical leader in an organization that focuses on followers or members. When a leader gives more attention to its members, it will encourage followers to behave similarly to their leaders and even their organizations. The internal factor that comes from an employee is also another factor to create OCB, which also includes how much an employee commit to the company. Commitment create loyal attitude and make the employee give their best even in a changing environment. The role of serving leadership style and organizational commitment is needed by family companies to improve OCB behavior in employees to achieve their common goals.

The low behavior of OCB on employees is a common problem for companies in managing their employees, including PT. Awam Bersaudara in this case. A changing of agenda by management on 2016 has some negative impact, such as causing some employees that cannot adapt in the abrupt change to resign or decreasing their work qualities. OCB in PT. Awam Bersaudara is still considered low. This was proven by the fact that there are still employees who sleep, play games on mobile phones, conversing outside of work that interferes with the convenience of consumers in shopping, envy each other among fellow employees, and throwing each other duties and responsibilities. This behavior is far from OCB. The low indication on OCB behavior in this company are caused by various factors, such as; 1). Trust issue towards the leader, which in this case the *shop supervisor*; 2). The decreasing of employee commitment as the result of the company's transformation; 3). Personal problem.

Another effect of this drastic change is the employee turnover rate from 2016 to 2018 has been increasing, namely by 9% in 2016, 8% in 2017 and 11.3% in 2018. these results are shown in table 1. Based on interviews with the HRGA Director of PT. Awam Bersaudara related to employee resignations is due to the company's system and rules which are considered increasingly stringent, limited facilities that have not fully helped the smooth work of employees, family reasons such as joining overseas husbands outside of the city, and getting offers from other companies that may benefit and levels his career is more promising. In addition, there was also an increasing number of indisciplinary form from the employee

² Titisari, Purnamie. (2014). Peranan Organizational Citizenship Behavior (OCB) Dalam Meningkatkan Kinerja Karyawan. Mitra Wacana Media : Jakarta. Pp.5

³ Organ, Podsakoff, MacKenzie. (2006). Organizational Citizenship Behavior : Its Nature, Antecedents, and Consequences. Sage Publications : California. Pp. 93-95

⁴ Patterson, K. (2003). Servant Leadership: A Theoretical Model. *School of Leadership Studies*, Pp. 1-10. https://www.regent.edu/acad/global/publications/sl_proceedings/2003/patterson_servant_leadership.pdf

towards the company on 2016-2018, which was considered as a form of decreased commitment to the organization. This indisciplinary form comprise: being late for work and not working according to the company's SOP. In 2016, there are 10 violations regarding coming late to work and 2 violations related to the SOP. This indiscipline behavior increased in 2017, with 28 violations regarding being late for work and 5 forms of violations related to SOP. But in 2018 this indiscipline behavior began to decline, namely 16 violations related to work late and 7 violations regarding SOP.

Table 1. Employee Resignation Data of PT. Awam Bersaudara 2015 – 2018

Tahun	Karyawan Resign	Karyawan Masuk	Total Karyawan	Presentase
2015	6	27	190	3%
2016	17	15	188	9%
2017	16	29	201	8%
2018	27	38	212	11.3%

(Source : Primer Data – Departement of HRGA PT. Awam Bersaudara, 2019)

As for the formulation of the problem in this research, among others: (1) is there a *servant leadership* influence on the organizational commitment?; (2) is there an effect of organizational commitment on *Organizational Citizenship Behavior* (OCB) ?; (3) Is there a *servant leadership* influence on *Organizational Citizenship Behavior* (OCB) through organizational commitment?. This study aims to test, analyze and determine the effect of *servant leadership* on the formation of *Organizational Citizenship Behavior* (OCB) through organizational commitment as a moderator variable.

B. Literature Review

1. Servant Leadership

As an early initiator Greenleaf (1970)⁵ defined servant leadership as actions that are driven by natural feelings and the awareness of someone who wants to serve first. According to Northouse (2013)⁶ argued that servant leadership emphasizes the leader's attention to followers, empathizes and develops followers' abilities. On the other hand according to Dirk van Dierendonck (2011)⁷ servant leadership is refers to the type of leadership that emphasizes service and puts the satisfaction of employees needs in the first place. The understanding of the experts above is in accordance with the thinking of Wong and Page (2007)⁸, that the focus of leadership needs to be shifted from process and outcome to people and the future.

In this study servant leadership is defined as a leader who prioritizes the needs of its members, he is responsible for motivating and developing the capabilities of its members and maintaining harmonious relationships between people, as well as providing benefits to the surrounding community. There are eight dimensions of servant leadership behavior used in this study, each of which consists of five dimensions of Barbuto & Wheeler research results (2006) and three dimensions of the outcome of the conceptual framework proposed by Wong

⁵ Greenleaf, R. K. (1970). *The servant as a leader*. Indianapolis, IN: Greenleaf Center. Pp.4

⁶ Northouse, P.G. (2013). *Kepemimpinan : Teori dan Praktik*, Edisi Keenam. Indeks : Jakarta. Pp. 207

⁷ Van Dierendonck, D. (2011). *Servant leadership: A review and synthesis*. *Journal of Management*, 37(4), 1228–1261, DOI. <https://doi.org/10.1177/0149206310380462>

⁸ Wong, P, T., & Davey, D (2007). *Best Practices in Servant Leadership*. Downloaded 9 February 2020 from http://www.regent.edu/acad/global/publications/sl_procee-dings/2007/wong-davey.pdf

and Page (2003) which include: *altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship, humility, vision, service.*

2. Organization Citizenship Behavior (OCB)

Organ (1988, in Organ et al, 2006)⁹ defined OCB is Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the efficient and effective functioning of organization. In the other hand Graham in Van Dyne (1994)¹⁰, define OCB as a global concept that contains all positive organizationally relevant behaviors of individual organization members, perilaku positif ini meliputi organizational obedience, organizational loyalty, organizational participation. Based on Moorman dan Blakely (1995)¹¹ explained that OCB was not only limited to voluntary nature but rather focused on forms of support for the organization.

In this study OCB is defined as voluntary behavior and totality at work which is shown by an individual towards his organization. This behavior is not included in the formal job description. There are five aspects to measuring organizational citizenship behavior according to Organ (1988), which is include: altruism, conscientiousness, sportmanship, civic virtue, courtesy.

3. Organizational Commitment

According to Mathieu dan Zajac (1990)¹² organizational commitment is forms of work attitude related to participation of workers and their aspirations to remain with the organization, this aims to improve organizational performance.

On the other hand according to L. Mathis dan Jackson (2006, in Sopiah, 2008)¹³ organizational commitment is the degree to which employess believe in and accept organizational goals and desire to remain with the organization. Meyer dan Allen (1997)¹⁴ defined organizational commitment as psychological attitude identified by internalization and acceptance of the goals and values invested by the organization, and has implications for the individual's decision to seriously continue his membership in the organization.

In this study, organizational commitment is defined as a set of feelings of comfort and loyalty that are owned by employees in an organization. These feelings and attitudes indicate the desires, needs and beliefs of employees to remain in the organization and are ready to help realize the values and goals of the organization. Meyer and Allen (1997) divide organizational commitment into three dimensions which include affective commitment, continuance commitment, and normative commitment.

The effect of *Servant Leadership* on *Organizational Citizenship Behavior* (OCB)

One of the factor which could causing the OCB behavior is the role of the leadership style, on this case it was the servant leadership style. According to Ehrhart (2004, in Organ et al, 2006)¹⁵, states that servant leadership behavior that focuses on serving the members by creating harmonious relationships and helping their members develop can be used as inspiration for members to behave in the same manner, so that OCB behavior will emerge. It

⁹ Organ et al. Op. Cit., 3

¹⁰ Organ et al. Ibid., 269

¹¹ Organ et al. Ibid, 277

¹² Mathieu, J., & Zajac, D. (1990). A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment. *Psychological Bulletin*. Pp.108

¹³ Sopiah. (2008). Perilaku Organisasi. ANDI: Yogyakarta. Pp. 155

¹⁴ Meyer, J, D. (1997). Commitment in the Workplace, Theory, Research and Application. Sage Publications, Inc : California

¹⁵ Organ et al, Op. Cit., 106-107

is fitting the nature of a leader that acts as a role model and set example for its members. A research on the influence of *servant leadership* on OCB was conducted by Walumbwa (2010)¹⁶ with the title "*Servant Leadership, Climate Justice Procedures, Climate Service, Employee Attitudes, and Organizational Citizenship Behavior: A Cross-Level Investigation*", using 815 respondents who are full time employees working in multinational companies in Kenya. These results indicate that *servant leadership* significantly influences OCB with significance value 0.45 ($p < 0.01$). Other results in the study show that *procedural justice climate, service climate*, can be a moderator variable that reinforces the influence of supervisors' commitment to OCB.

On the other hand research by Diah Astirni Amir (2019)¹⁷ with the theme "*The Effect of Servant Leadership On Organizational Citizenship Behavior: The Role of Trust in Leaders as a Mediation and Perceived Organizational Support as a Moderation*." Using 238 respondents from various regions in Indonesia. The result of this research said that *servant leadership* has a positive effect on OCB, however TIL does not mediate the effect of *servant leadership* on OCB. In general, the results of this study confirm that the leadership style that focuses on followers will encourage followers to give extra performance.

The Effect of Servant Leadership on Organizational Commitment and Organizational Citizenship Behavior (OCB)

Apart from influencing the servant leadership style, OCB is also motivated by another factor namely organizational commitment. In case to improve OCB, an organizational commitment is an important factor. This confirm what Meyer and Allen (1991) said, which show that one of the component of organizational commitment is the affectivity commitment has a cause and effect relationship to *Organizational Citizenship Behavior (OCB)*. Some of the previous studies have found that organizational commitment has an influence on OCB. Meiske Claudia (2018)¹⁸ conducted research with the theme "*The influence of Perceived Organizational Support, Job Satisfaction and Organizational Commitment Toward Organizational Citizenship Behavior: A Study of the Permanent Lecturers at the University of Lambung Mangkurat, Banjarmasin*". The corresponds are 130 of permanent lecturer from Universitas Lambung Mangkurat. This research shows that an organizational commitment to the lecturers has a significant influence on OCB as indicated by the t-statistics of 6.07894 and p-value of 0.00000. A huge commitment from the lecturer to the organization will bring OCB by itself.

On the other hand of the previous studies, they found the influence of servant leadership on organizational commitment. A research conducted by Wiwiek Harwiki (2016)¹⁹ specifically raised the theme "*The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behavior (OCB) and Employee Performance in Women Cooperatives*." The results of this study indicate that *servant*

¹⁶ Walumbwa, Fred, O; Chad, A., & Adegoke Oke. (2010). Servant Leadership, Procedural Justice Climate, Service Climate, Employee Attitudes, and Organizational Citizenship Behavior: A Cross-Level Investigation. *Journal of Applied Psychology*, Vol.95, No.3, Pp. 517-219

¹⁷ Diah Astrini Amir. (2019). The Effect Of Servant Leadership on Organizational Citizenship Behavior: The Role Of Trust In Leader As a Mediation and Perceived Organizational Support as a Moderation. *Journal Of Leadership In Organizations Vol. 1*, pp 1-16

¹⁸ Meiske, C. (2018). The influence of Perceived Organizational Support, Job Satisfaction and Organizational Commitment Toward Organizational Citizenship Behavior: A Study of the Permanent Lectures at University of Lambung Mangkurat, Banjarmasin. *Journal of Indonesian Economy and Business* Vol. 22, No.1. Pp. 23-45

¹⁹ Harwiki, W. (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behavior (OCB) and Employee Performance in Women Cooperatives. *Procedia-Social and Behavioral Sciences*, 219. Pp. 283-290

leadership is positively related to the organizational commitment as indicated by the *path coefficient* of 0.789 and t-value 8.001 (>1,96), which means *servant leadership* has a significant effect on organizational commitment with a value of 0.79.

What makes this study different from previous research is that this time the researcher focuses the influence of servant leadership on organizational citizenship behavior (OCB) on family business through organizational commitment as a moderating variable.

C. METHODS

This study uses a casual associative quantitative approach, namely to test theories and hypotheses through measurement of variables using statistical tools and path analysis techniques (*Path Analysis*). All 212 employees of PT. Awam Bersaudara is then respondent on this research. There are 139 samples used based on Area Proportionate Random Sampling technique. According to Sani and Maharani (2013:34)²⁰ area sampling is a sampling technique if the object to be studied has a very comprehensive source. On the other hand according to Sugiyono (2017:83)²¹ argued that when the samples to be taken were stratified (not the same), then the sampling needs to use stratified random sampling. The sample size calculation uses Slovin Formula. These results are shown in table 2.

Table 2. The Result Area Proportionate Random Sampling

No.	Divisi dan Unit Bisnis	Perhitungan	Jumlah	Pembulatan
1.	Divisi Keuangan	6/212 x 139	3.93	4 Orang
2.	Divisi Operasional – Unit Alat Rumah Tangga	84/212 x 139	55.07	55 Orang
3.	Divisi Operasional – Unit Minimarket	90/212 x 139	59.00	59 Orang
4.	Divisi Operasional – Unit Apotek	32/212 x 139	20.98	21 Orang
Total Sampel			139	139 Orang

(Source : Primer Data, 2019)

The characteristic of respondents in this research are including; 77 male respondents (55,4%) and 62 female (44,6%). The characteristic based on age are including; 110 respondents (79,1%) are 20-30 years old, 27 respondents (19,4%) are 31-35 years old, no respondent (0%) on the age of 46-50, and 2 respondents (1,4%) are above 50. Based on these characteristics, the majority of the employee of PT. Awam Bersaudara are 120 employees with the working period of 5-10 years, while there are only 19 employees have above 10 years of service.

The variables measured in this study include the independent variable namely servant leadership (X) or called the independent variable or influence; *Organizational Citizenship Behavior* (Y) which also referred as dependent or affected variables; and organizational commitment variable (Z) as moderator variable. The primary data in this study are in the form of a structured questionnaire, while the secondary data in this study in the form of documents and information from the company, as well as other literature relating to the research theme.

In the use of data collection techniques, researches need instruments that are tools to make the process of collecting data easier, including : questionnaire, literature study,

²⁰ Sani, Supriyanto, A., & Maharani, V. (2013). Metodologi Penelitian Manajemen Sumber Daya Manusia:Teori, Kuesioner, dan Analisis Data. UIN Maliki Press : Malang. Pp. 34

²¹ Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan HRD. Alfabeta : Bandung. Pp. 83-84

documentation study, and also observation study. Where the instruments used are validity test, reliability test, path analysis.

D. RESULT AND DISCUSSION

The results of the the interpretation of quantitative data in this research explain the validity test, reliability test, and path analysis test.

Table 3. The Result of Validity Test

Variabel	Pertanyaan	Pearson Correlation	rTabel	Keterangan
Servant Leadership (X)	X ₁	0.679	0.167	VALID
	X ₂	0.618	0.167	VALID
	X ₃	0.647	0.167	VALID
	X ₄	0.645	0.167	VALID
	X ₅	0.673	0.167	VALID
	X ₆	0.674	0.167	VALID
	X ₇	0.684	0.167	VALID
	X ₈	0.737	0.167	VALID
	X ₉	0.711	0.167	VALID
	X ₁₀	0.688	0.167	VALID
	X ₁₁	0.721	0.167	VALID
	X ₁₂	0.661	0.167	VALID
	X ₁₃	0.755	0.167	VALID
	X ₁₄	0.490	0.167	VALID
	X ₁₅	0.691	0.167	VALID
	X ₁₆	0.656	0.167	VALID
	X ₁₇	0.717	0.167	VALID
	X ₁₈	0.766	0.167	VALID
	X ₁₉	0.569	0.167	VALID
	X ₂₀	0.753	0.167	VALID
	X ₂₁	0.687	0.167	VALID
	X ₂₂	0.785	0.167	VALID
	X ₂₃	0.399	0.167	VALID
	X ₂₄	0.392	0.167	VALID
	X ₂₅	0.646	0.167	VALID
Organizational Citizenship Behavior (Y)	Y ₁	0.633	0.167	VALID
	Y ₂	0.587	0.167	VALID
	Y ₃	0.648	0.167	VALID
	Y ₄	0.325	0.167	VALID
	Y ₅	0.490	0.167	VALID
	Y ₆	0.621	0.167	VALID
	Y ₇	0.597	0.167	VALID
	Y ₈	0.677	0.167	VALID
	Y ₉	0.715	0.167	VALID
	Y ₁₀	0.614	0.167	VALID
	Y ₁₁	0.470	0.167	VALID
	Y ₁₂	0.628	0.167	VALID
	Y ₁₃	0.680	0.167	VALID
	Y ₁₄	0.685	0.167	VALID
	Y ₁₅	0.706	0.167	VALID
	Y ₁₆	0.714	0.167	VALID
Organizational Commitment (Z)	Z ₁	0.566	0.167	VALID
	Z ₂	0.501	0.167	VALID
	Z ₃	0.632	0.167	VALID
	Z ₄	0.520	0.167	VALID
	Z ₅	0.460	0.167	VALID
	Z ₆	0.611	0.167	VALID
	Z ₇	0.747	0.167	VALID
	Z ₈	0.588	0.167	VALID

	Z ₉	0.559	0.167	VALID
--	----------------	-------	-------	-------

(Source: Primary Data, 2020)

Table 4. The Result of Reliability Test

Variabel	Alpha	Keterangan
<i>Servant Leadership</i> (X)	0.945	RELIABEL
<i>Organnizational</i> <i>Citizenship</i> <i>Behaviour</i> (Y)	0.846	RELIABEL
Komitmen Organisasi (Z)	0.552	RELIABEL

(Source : Primary Data, 2020)

The result from instrumental test based on validity and realibility tests is valid. Proven by higher acquisition of correlation value of the r-table 0.167 so that the items of each variables are valid, these results are shown in table 3. It is consistent with the opinion of Augusty Ferdinand (2006)²² which stated that if the r-calculate is positive and is higher than r-table, then the variable is valid. Meanwhile, on reability test, Sani and Maharani (2013) believed that a reliable instrument is when the result of alpha cronchbach reaches >0,6. In this reseach, the results of realibility test on every variable are; servant leadership (X) is 0.945 (reliabel), organizational citizenship behavior (Y) is 0.846 (reliabel), and organizational commitment (Z) is 0.552 (reliabel), these results are shown in table 4. The Result of Reliability Test.

Descriptive analysis performed on all three research variables show the mean value as the representation of respondents on questions which are a derivate from per-variable indicator. The result of the descriptive analysis is shown on the table.1 below :

Tabel 5. Hasil Analisa Deskriptif

Variabel	Indikator	Mean
<i>Servant Leadership</i> (X)	<i>Alruistic Calling</i>	4.03
	<i>Emotional Healing</i>	3.94
	<i>Wisdom</i>	4.22
	<i>Persuasive Mapping</i>	4.19
	<i>Organizational Stewardship</i>	4.26
	<i>Humility</i>	4.02
	<i>Vision</i>	4.11
	<i>Service</i>	4.24
	Total	4.12
<i>Organizational Citizenship Behavior</i> (Y)	<i>Altruism</i>	4.16
	<i>Constientioness</i>	3.99
	<i>Sportmanship</i>	3.87
	<i>Courtesy</i>	4.15
	<i>Civic Virtue</i>	3.93
Total	4.02	
Komitmen Organisasi (Z)	Komitmen Afektif	3.69
	Komitmen berkesinambungan	3.78
	Komitmen Normatif	3.81
Total	3.76	

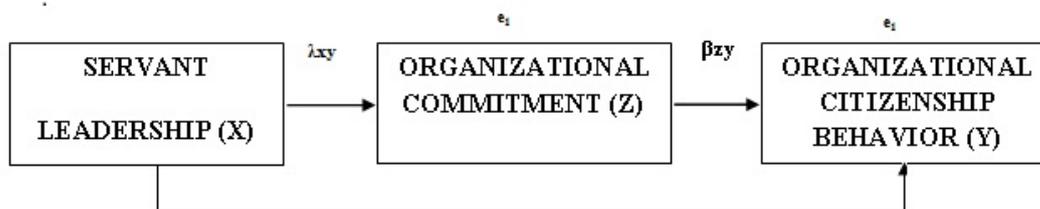
Table.5 shows the result of descriptive analysis performed on all three variables. The mean value on servant leadership variabel is 4,12 with the mean value of *alturistic calling*

²² Augusty Ferdinand. (2006). Metode Penelitian Manajemen: Pedoman Penelitian untuk Skripsi, Thesis, dan Disertasi Ilmu Manajemen. Universitas Diponegoro : Semarang

indicator is 4,03, the mean value of *emotional healing* is 3,94, the mean value of *wisdom* is 4,22, the mean value of persuasive mapping is 4,19, the mean value of *organizational stewardship* is 4,26, the mean value of *humanity* is 4,02, the mean value of *vision* is 4,11, and the mean value of *service* is 4,24. On the variable of servant leadership above, the organizational stewardship get the highest score. The result shows that the respondents feel that the company leaders had made a positive contribution to the environment of the community. On Y variable, the *organizational citizenship behavior* obtained a mean value of 4.02 with details; *alturism* indicator with mean value of 4,16, *constientioness* indicator with mean value of 3,99, *sportmanship* indicator with mean value of 3,87, *courtesy* indicator with mean value of 4,15, and *civic virtue* indicator with mean value of 3,93. The indicator with the highest value on the OCB variable is *courtesy*. The respondents believe that they have good relationship with their coworkers. On Z variable, the organizational commitment, obtained a mean value of 3,76 with details; the mean value of affective commitment indicator 3,69, the mean value of continuance indicator is 3,78, and the mean value of normative commitment is 3,81. On organizational commitment variable, normative commitment obtained the highest mean value. This indicates that employee engagement with the company will last a long time.

This research use the path analysis model to analyze data. There are two hypotheses tested and proved in this research: (1) servant leadership affect the organizational behavior (X-Y), and (2) servant leadership affects organizational behavior through organizational commitment (X-Z-Y). The model of analysis can be seen on the picture.1 below:

Picture 1. Path Analysis Model



On the picture above, e_1 is on the variable of organizational commitment (Z). It shows the number of organizational commitment variance variables which are not explained in the servant leadership (X) variable. Meanwhile e_2 is on the variable of organizational citizenship behavior (Y) showing the number of organizational citizenship behavior variance variable which are also not explained in the servant leadership variable. Based on the application of the path analysis model, the coefficient value of the path of influence among variables in this research shown in the table.2 below :

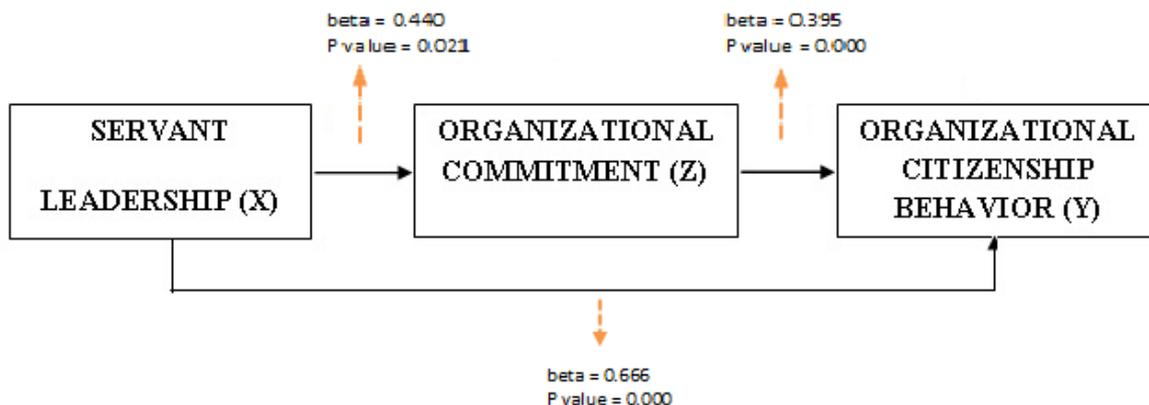
Table 6. Result of the Coefficient Value of the Path of Influence among Variables

Jalur	Pengaruh Langsung		Pengaruh Tidak Langsung	Keterangan
	Beta	P value		
Servant Leadership (X) > Organizational Citizenship Behavior (Y)	0.666	0.000		Signifikan
Servant Leadership (X) > Komitmen Organisasi (Z)	0.440	0.021		Signifikan
Komitmen Organisasi (Z) > Organizational Citizenship Behavior (Y)	0.395	0.000		Signifikan
Servant Leadership (X) terhadap Organizational Citizenship Behavior (Y) melalui Komitmen Organisasi (Z)			.013	Signifikan

Based on table.6 above, the coefficient value of the path of influence among variables are: (1) the coefficient value of servant leadership variable path (X) to organizational citizenship behavior (Y) is 0.666 with significance level 0.000 ($<0,5$), showing positive sign which means there is directional change. In other words, if servant leadership variable increases, then organizational citizenship behavior increases. Vice versa; (2) the coefficient value of servant leadership variable path (X) to organizational commitment variable (0.440) with significance level of 0.021 ($<0,5$) also showing positive sign. There is directional change, so if the servant leadership variable increases, then organizational commitment increases. (3) the coefficient value of organizational commitment (Z) to the organizational citizenship behavior variable is 0.395 with significance level 0.000 ($<0,5$), also there is directional change. So as (4) coefficient value of servant leadership variable path (X) to organizational citizenship behavior variable (Y) through organizational commitment (Z) is 0.013 ($<0,5$).

Based on the discussion and analyses above, it is known that the first hypothesis which stated that Servant Leadership Is Significantly Affect Organizational Citizenship Behavior is **proven**. The second hypothesis which stated that Servant Leadership is Directly Affect Organizational Citizenship Behavior through Organizational Commitment is also **proven**. Further explanation of path analysis model shown in the picture.2 above :

Picture 2. Complete Path Analysis Model



Picture.2 above shows that servant leadership directly affects organizational citizenship behavior. Number of direct effect appears on both of the variables which is 0.666 with significance value 0.000 ($<0,5$). On the other hand there is directional change of servant leadership (X) to organizational commitment (Z) which is 0.440 with significance value 0.021 ($<0,5$). There is also directional change of organizational commitment to organizational citizenship behavior which is 0.395 with significance value of 0.000 ($<0,5$). Hence, variable X which is servant leadership has direct effect variable Y, organizational citizenship behavior. There is also indirect effect between servant leadership and organizational citizenship behavior through organizational commitment, variable Z which acts as moderator variable.

E. CONCLUSSION AND RECOMMENDATION

This research is conducted to know the effect of servant leadership in the forming of organizational citizenship behavior (OCB) through organizational commitment in family business. The conclusions of this research are: First, there is direct effect of servant leadership variable to organizational citizenship behavior (OCB) among the employee of PT.Awam

Bersaudara with significance value of 0.666 ($<0,5$) directly. Second, there is indirect effect between servant leadership variable (X) in the forming of organizational citizenship behavior (Y) through organizational commitment (Z) as moderator variable with indirect effect's value 0.013 ($<0,5$). Organizational commitment as moderator variable is able to strengthen the relation between servant leadership and organizational citizenship behavior. Therefore, the second hypothesis is proven. In conclusion, the overall research obtained good result. There are direct and indirect effect of servant leadership in the forming of organizational citizenship behavior through organizational commitment among employee of PT. Awam Bersaudara.

The formation of OCB in employee requires support from oneself, members, and also leaders in organization. The characteristic of servant leader is to give more attention to its members by helping them to improve. It will push the member to do the same. This is in accordance with the finding of Greenleaf (1977, Vondey, 2010)²³ stated that if leader serve its followers, then the followers will inspire to serve the others, including their leaders. Serving and helping is characteristic in organizational citizenship behavior. Beside sourced from servant leadership style, OCB is also influenced by organizational commitment. It is consistent with the findings of Bolino, Turnley and Bloodgood (2002)²⁴, that employees are more likely to show extra behavior when they are satisfied with their work or have a high commitment to the organization. In conclusion, this research shows that servant leadership has a positive impact to organizational commitment, as well as OCB in employees.

Company management should need to conduct a gradual evaluation program on organizational citizenship behavior in employees, both by way of discussion and use of questionnaires. The results of the evaluation program are in order to see the organizational citizenship behavior of employees on an ongoing basis in the family company. Besides that, although OCB is an extra role behavior outside the awarding system, companies need to give both financial and non-financial rewards to workers who have high organizational citizenship behavior. In this way employees will feel cared for and valued fairly, so that organizational commitment will increase by itself.

Bibliography

- Augusty, Ferdinand. (2006). Metode Penelitian Manajemen: Pedoman Penelitian untuk Skripsi, Tesis dan Disertasi Ilmu Manajemen. Universitas Diponegoro : Semarang
- Barbuto, J.E., & Wheeler, D.W. (2006). Scale development and construct clarification of servant leadership. *Group and Organization Management*. 31. Pp. 300-326
- Bolino, M.C., Turnley, W.H., Bloodgood, J.M. (2002). Citizenship Behavior and the Creation of Social Capital in Organizations. *Academy of Management Journal*. Vol. 27 (4).
- Diah Astrini Amir. (2019). The Effect Of Servant Leadership on Organizational Citizenship Behavior: The Role Of Trust In Leader As a Mediation and Perceived Organizational Support as a Moderation. *Journal Of Leadership In Organizations* Vol. 1, pp 1-16
- Greenleaf, R. K. (1970). The servant as a leader. Indianapolis, IN: Greenleaf Center.
- Harwiki, W. (2016). The Impact of Servant Leadership on Organization Culture, Organization Commitment, Organizational Citizenship Behaviour (OCB) and

²³ Vondey, M (2010). The Relationship among Servant Leadership, Organizational Citizenship Behavior, Person-Organization Fit, and Organizational Identification. *International Journal of Leadership Studies*, Vol.6. Pp. 1-26

²⁴ Bolino, M.C., Turnley, W.H., Bloodgood, J.M. (2002). Citizenship Behavior and the Creation of Social Capital in Organizations. *Academy of Management Journal*. Vol. 27 (4)

Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences* 219, 283-290

- Marpa, Nyoman. (2012). *Perusahaan Keluarga Sukses Atau Mati*. Cergas Media : Tangerang
- Mathieu, J., & Zajac, D. (1990). A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment. *Psychological Bulletin*. Pp.108
- Meiske, C. (2018). The influence of Perceived Organizational Support, Job Satisfaction and Organizational Commitment Toward Organizational Citizenship Behavior: A Study of the Permanent Lecturers at University of Lambung Mangkurat, Banjarmasin. *Journal of Indonesian Economy and Business* Vol 22, No. 1 , 23-45
- Meyer, J, D. (1997). *Commitment in the Workplace, Theory, research and Application*. Sage Publications, Inc : California
- Northouse, P,G. (2013). *Kepemimpinan : Teori dan Praktik, Edisi Keenam*. Indeks : Jakarta
- Organ, D, W., Podsakoff, P, M., MacKenzie, S, B (2006). *Organizational citizenship Behavior: Its nature, antecedents, and consequences*. Sage Publications, Inc : California
- Patterson, K. (2003). *Servant Leadership: A Theoretical Model*. *School of Leadership Studies*
- Sani, Achmad dan Vivin Maharani. (2013). *Metodologi Penelitian Manajemen Sumber Daya Manusia : Teori, Kuesioner dan Analisis Data, cetakan kedua*. UIN Maliki Press : Malang
- Sopiah. (2008). *Perilaku Organisasi*. ANDI: Yogyakarta
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan HRD*. Alfabeta : Bandung
- Titisari, Purnamie. (2014). *Peranan Organizational Citizenship Behavior (OCB) Dalam Meningkatkan Kinerja Karyawan*. Mitra Wacana Media : Jakarta
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261. DOI:<https://doi.org/10.1177/0149206310380462>
- Vondey, M. (2010). The Relationship among Servant Leadership, Organizational Citizenship Behavior, Person-Organization Fit, and Organizational Identification. *International Journal Of Leadership Studies* Vol 6 , 1-26
- Walumbwa, Fred, O; Chad, A, dan Adegoke Oke. (2010) Servant Leadership, Procedural Justice Climate, Service Climate, Employee Attitudes, and Organizational Citizenship Behavior: A Cross-Level Investigation. *Journal of Applied Psychology*, Vol. 95, No. 3, pp 517-219
- Wong, P.T., & Davey, D. (2007). *Best Practices in Servant Leadership*. Downloaded 9 February 2020 from http://www.regent.edu/acad/global/publications/sl_proceedings/2007/wong-davey.pdf
- Wong, P.T., & Page, D. (2003). *Servant Leadership: An opponent-process model and the revised servant leadership profile*. Downloaded 9 February 2020 from

https://www.regent.edu/acad/global/publications/sl_proceedings/2003/wong_servant_leadership