



<https://ejournal.ibik.ac.id/index.php/riset>

JURNAL APLIKASI EKONOMI AKUNTANSI DAN BISNIS

E-ISSN : 2656-7113 P-ISSN : 2797-4057 DOI : doi.org/10.37641/riset.v5i2.194

## ROLE OF ORGANIZATIONAL COMMITMENT AS MEDIATOR FOR SERVANT LEADERSHIP RELATIONSHIP AND COMPENSATION

Rumbita Febriarukmi<sup>1)</sup>, Mulyanah<sup>2)</sup>, Luciana Indah Permatasari<sup>3)</sup>, Muhammad Fachrudin Arrozi Adhikara<sup>4)</sup>, CSP Wekadigunawan<sup>5)</sup>

1, 2, 3, 4, 5) Esa Unggul University

E-mail : [rumbitafr@gmail.com](mailto:rumbitafr@gmail.com)<sup>1)</sup>, [mulyanah.esaunggul@gmail.com](mailto:mulyanah.esaunggul@gmail.com)<sup>2)</sup>, [luci.esaunggul@gmail.com](mailto:luci.esaunggul@gmail.com)<sup>3)</sup>,  
[arrozi@esaunggul.ac.id](mailto:arrozi@esaunggul.ac.id)<sup>4)</sup>, [weka.gunawan@esaunggul.ac.id](mailto:weka.gunawan@esaunggul.ac.id)<sup>5)</sup>

### ARTICLE INFO

ROLE OF ORGANIZATIONAL COMMITMENT AS MEDIATOR FOR SERVANT LEADERSHIP RELATIONSHIP AND COMPENSATION

Submitted:  
30 – November – 2022

Revised:  
12 – Desember – 2022

Accepted:  
11 – August – 2023



### ABSTRACT

This research is based on information from the personnel department regarding problems that describe the low organizational citizen behavior (OCB) of nurses in 2021. The purpose of this study was to obtain empirical evidence of the effect of servant leadership and compensation on OCB with organizational commitment as an intervening variable, using a cross sectional study design. The population in this study were 100 nurses, the sampling technique used a saturated sample which made the entire population a sample. The results of the analysis prove that simultaneously and partially servant leadership and compensation have a positive and significant effect on organizational commitment and OCB, and organizational commitment has a direct positive and significant effect on OCB, and organizational commitment provides positive intervention on the relationship of servant leadership and organizational commitment, so that with commitment organization, nurses are able to increase OCB higher through servant leadership and compensation. The importance of work engagement will bring about a situation where career and leadership development will make nurses' organizational commitment higher in supporting the achievement of organizational goals.

**Keywords:** Compensation, Nurse, OCB, Organizational Commitment, Servant Leadership.

## INTRODUCTION

Organizational citizenship behavior (OCB) is individual behavior that is voluntary and able to exceed the provisions of the organization at work (Robbins, 2016), in the concept of organization citizenship behavior, employees behave as individuals who are able to work beyond organizational expectations without requirements or conditions contained by the organization to determine this behavior (Kreitner & Kinicki, 2016) and individuals who adhere to the concept of organization citizenship behavior have a spirit of social concern, respect for others, tolerance, responsibility for organizational life, and are able to work beyond the standards set by the organization (Reizer et al., 2021). For this reason, the measurement is based on indicators of altruism, courtesy, sportsmanship, civic virtue and conscientiousness (Knez et al., 2019).

The formation of organizational citizenship behavior depends on how leaders direct their members to want to sacrifice more for the organization through their work behavior (Abdullahi et al., 2020). One form of leadership is servant leadership (Amir, 2019; Elche et al., 2020; Thao & Kang, 2020) because servant leadership is a type of leader who tries to be a servant for his members which arises naturally on the basis of a feeling of wanting to serve (Greenleaf, 2015) and someone with the servant leadership style has the characteristics of pure love, empowers its members, has a clear vision, can be trusted and has humility (Kuhnert, 2022). Forms of encouragement in the form of benefits offered by organizations such as compensation will strengthen the formation of organizational citizenship behavior (Suhardi et al., 2018; Suryani et al., 2019) because compensation is a form of appreciation given by the organization to employees for their sacrifices for the organization, which are given in the form of salaries, incentives and other benefits (Mondy & Noe, 2016).

Organizational citizenship behavior is created through the commitment of its members to the organization (Indriati et al., 2017; Planer, 2019) because organizational commitment is the strongest effect, where people identify with requests and are highly motivated to carry them out, even when the source of motivation is no longer present (McShane & Glinow, 2015) and organizational commitment is one of the elements used in evaluating employees which includes loyalty to their work, position and organization, and an employee's loyalty is reflected in the three pillars namely affective, sustainability and normative commitment (Allen & Meyer, 2013). Employee commitment is certainly formed through several factors, one of which is leadership style (Latt, 2019) and servant leadership is a form of leadership capable of increasing employee commitment to the organization (Howladar & Rahman, 2021; Uktutias et al., 2022) because individuals with servant leadership style are service-oriented to their members, rather than prioritizing their ambitions, and seek to build solid cooperation between leaders and members for the achievement of organizational goals (Greenleaf, 2015). In addition, commitment to the organization can be built through a form of work motivation (Erdurmazlı, 2019). The motivation is in the form of direct and indirect financial compensation (Azmi, 2022; Djaddang & Sulistiawarni, 2018; Pratama & Havidz Aima, 2018) because compensation is a reward system given by the organization for all forms of employee sacrifice in supporting the organization to achieve its goals (Dessler, 2017).

This research was motivated by problems related to civic behavior in nurse organizations, from the results of interviews with the personnel department in

December 2020, information was obtained that nurses often complained about work, and the collaboration that was established in the team assignment method was not effective, where nurses felt there were objections to changing roles. colleagues who are also doing other work. They think there are more important things to do besides the problems of their co-workers, besides that nurses think that the head of the room does not provide assistance when needed to overcome work difficulties faced by patients in providing nursing care to patients, so that it has an impact on the effectiveness of service to patients . Based on this information, it can be seen that there are problems with organizational citizenship behavior caused by servant leadership, where the head of the room does not provide effective assistance so that nurses want to make sacrifices through work behavior that exceeds the limits set by the organization to help their team work, and the formation of organizational citizenship. behavior depends on how the leader directs his members to want to sacrifice more for the organization through his work behavior (Abdullahi et al., 2020) as well as with servant leadership will form employee commitment to the organization to help the organization achieve its goals (Howladar & Rahman, 2021; Uktutias et al., 2022).

The next problem that was obtained from the personnel department was the increasing number of disciplinary forms from nurses, including disobeying working hours set by management and the high level of absenteeism in 2021. According to the personnel department, this happened because 2021 was the period of the Covid Pandemic -19, and hospital X was not a referral for patients infected with the corona virus, so patient visits during this period decreased dramatically, which resulted in management taking steps to limit working hours for nurses to only get 14 days a month, and automatically the income level of nurses for one month decreased drastically, which resulted in nurses being disillusioned with the organization, by ignoring their discipline towards working hours and sometimes being preoccupied with finding another organization that was able to answer their expectations for compensation, resulting in delays in service for patients. Based on this information, it can be seen that there is a problem of compensation so that the organizational citizenship behavior of nurses decreases, where they do not want to sacrifice more for the organization to try to deliver timely services to patients because the expected compensation is not able to be given by the organization, because compensation is an encouragement that make employees willing to sacrifice more for the organization as a form of organizational citizenship behavior (Suhardi et al., 2018; Suryani et al., 2019) and compensation to bind employee loyalty to the organization (Azmi, 2022; Pratama & Havidz Aima, 2018).

Servant leadership is intended so that organizational members are encouraged to help achieve organizational goals more optimally through work behavior that exceeds organizational standards (Elche et al., 2020), this can be more optimally achieved when there is employee commitment to the organization (Miao et al., 2014). In addition, a fair compensation system will form employee commitment to the organization, thus directing them to optimal citizenship behavior to maximize their potential for achieving organizational goals (Gupta et al., 2022) because of the importance of organizational commitment in determining the direction of civic behavior of members of the organization (Planer, 2019).

Based on information from the personnel department, where the reduction in working hours resulted in a decrease in the number of monthly income, it made nurses look for other organizations that were able to answer their expectations for the

suitability of their expected income, this was a form of reduced organizational commitment of nurses which resulted in a decrease in their ability to sacrifice for organization by delivering fast service to patients through their work behavior, this happens because basically employee organizational commitment is the basis for the formation of organizational citizenship behavior (Indriati et al., 2017; Planer, 2019). Based on these descriptions, it appears that there is no research that combines servant leadership, compensation and organizational commitment to organizational citizenship behavior in one study, so that this research becomes a novelty, and with the problems obtained from the results of interviews with the personnel department, it is necessary to prove that seeks to empirically reveal the effect of servant leadership and compensation on organizational citizenship behavior with organizational commitment as an intervening variable with the unit of analysis of nurses at hospital X.

According to Allen & Meyer (2013), organizational commitment as a psychological construct which is characteristic of the relationship between members of the organization and its organization and has implications for individual decisions to continue membership in the organization. Based on this definition, a relationship is illustrated, when the leadership pattern of the leader shows an attitude of trying to meet all the expectations of its members, as well as the concern of the organization in the form of support for fulfilling expectations for fair compensation will create a sense of satisfaction for its members, so they decide to stay and help the organization achieve its goals. Several relevant studies have proven that servant leadership will form employee commitment to the organization to help the organization achieve its goals (Howladar & Rahman, 2021; Uktutias et al., 2022) and compensation to bind employee loyalty to the organization (Azmi, 2022; Pratama & Havidz Aima, 2018), so that it can be assumed the research hypothesis:

H<sub>1</sub> : Simultaneously servant leadership and compensation have a significant effect on the organizational commitment of nurses.

H<sub>2</sub> : Servant leadership has a significant effect on nurses' organizational commitment.

H<sub>3</sub> : Compensation has a significant effect on nurses' organizational commitment.

Organizational citizenship behavior is individual behavior that is voluntary and able to exceed the provisions of the organization at work (Robbins, 2016), in the concept of organization citizenship behavior, employees behave as individuals who are able to work beyond organizational expectations without requirements or conditions contained by the organization to determine this behavior (Kreitner & Kinicki, 2016). This definition describes a situation where individuals will be able to produce productive work behavior beyond the targets set by the organization if there is organizational support in the form of a leadership pattern that seeks to provide the best service as a motivation for its members to be able to help the organization achieve its goals, in addition to that a fair compensation system will be created. a satisfaction, so that individuals will be willing to sacrifice for the sake of the organization, then regarding a situation where the creation of organizational commitment from its members will make a principle that they are obliged to stay in the organization to help achieve its goals through productive work behavior. Several relevant studies have proven that one form of leadership that can improve organizational citizenship behavior is servant leadership (Amir, 2019; Elche et al., 2020; Thao & Kang, 2020), the form of encouragement in the form of benefits offered by organizations such as compensation

will strengthen the formation of organizational citizenship behavior (Suhardi et al., 2018; Suryani et al., 2019) and organizational citizenship behavior is created through the commitment of its members to the organization (Indriati et al., 2017; Planer, 2019), so that it can be assumed the research hypothesis:

H<sub>4</sub> : Simultaneously servant leadership, compensation and organizational commitment have a significant effect on organizational citizenship behavior of nurses.

H<sub>5</sub> : Servant leadership has a significant effect on organizational citizenship behavior of nurses.

H<sub>6</sub> : Compensation has a significant effect on organizational citizenship behavior of nurses.

H<sub>7</sub> : Organizational commitment has a significant effect on organizational citizenship behavior of nurses.

Organizational commitment forms an organizational citizenship behavior (Hasani et al., 2013), because individuals who are committed to the organization show a loyal attitude that encourages them to be eager to help the organization achieve its goals (Nguyen et al., 2022). The formation of commitment to the organization is not only about loyalty that just happens, but the existence of leaders who want to serve their members will build a strong psychology of their members so that they are willing to stay in the organization by helping achieve organizational goals (Lapointe & Vandenberghe, 2018). In addition, fair compensation supports the creation of employee commitment to the organization because it contains the conformity of expectations with the realization given by the organization to satisfy the expectations of members of the organization (Ashraf, 2020). This description describes a causal relationship, in which a leadership pattern that seeks to serve all the needs of its members and fairness in the compensation system will make the employee's psychology feel satisfied which will support him to commit to the organization. Commitment to the organization will make organizational members willing to sacrifice more in each of the organization's goals, and exceed the portion determined by the organization as a form of sacrifice of members for the organization. Relevant research proves that organizational commitment shapes the citizenship behavior of organizational members (Hasani et al., 2013), servant leadership will form employee commitment to the organization (Nguyen et al., 2022) and a fair compensation system keeps employees committed to the organization (Ashraf, 2020), so that it can be assumed the research hypothesis:

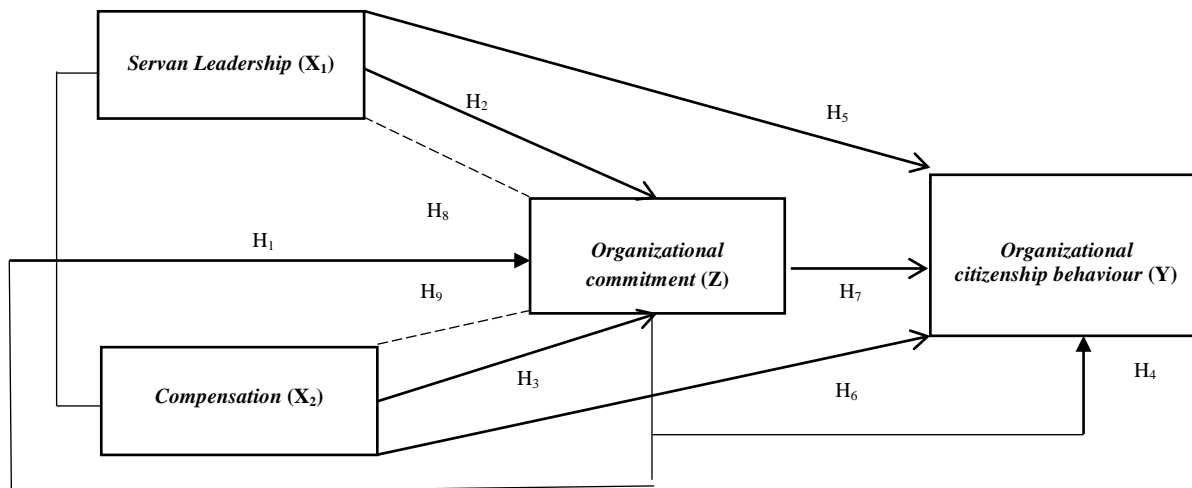
H<sub>8</sub> : Organizational commitment provides a positive intervention in the servant leadership relationship with organizational citizen behavior (OCB).

H<sub>9</sub> : Organizational commitment provides a positive intervention on the relationship of compensation to OCB.

## **RESEARCH METHODS**

This type of research is included in quantitative research with a causality design that seeks to uncover causal relationships. This study consists of 2 independent variables, namely servant leadership (X<sub>1</sub>) with indicators adopted from Kuhnert (2022) and compensation (X<sub>2</sub>) with indicators adopted from (Mondy & Noe, 2016) whose

effect will be measured on the dependent variable, namely organizational citizenship behavior (Y) with indicators adopted from Knez et al., (2019) and will also analyze the mediating effect that can be given organizational commitment (Z) with indicators adopted from Allen & Meyer (2013) on the relationship between service leadership and compensation on the behavior of organizational members. Based on these indicators a questionnaire was formed as a primary data collection tool, which was previously tested for validity using the product moment correlation technique and reliability testing using the Cronbach's alpha technique on 30 respondents as a pre test. The following is a research constellation that describes the research flow :



**Figure 1. Research Constellation**

(Source: Theory Development)

This research was conducted at X Hospital which is a type C private hospital located in Tambun - Bekasi. The unit of analysis is all nurses with a total population of 100 personnel. Sampling was carried out using a saturated sample technique, in which the entire population was used as a sample, and the distribution was carried out randomly without any particular classification. The data used in this study came directly from the respondents where each variable was developed by self-developed statements based on the adopted indicators. The type of data is in the form of primary data which will be measured in the form of a questionnaire using a Likert scale of points 1 - 4, where previously the validity test was carried out using the product moment correlation technique, and the reliability test used Cronbach's alpha. The results of the analysis obtained will be interpreted in descriptive statistics using the three box method analysis with the following scale ranges :

**Table 1. Three Box Method Quality Intervals**

Index	Category	Code
25 – 50	Low	L
> 50 – 75	Midle	M
> 75 – 100	High	H

Source: Primary data, 2022

This study uses path analysis to answer the research hypothesis, and is also supported by a causality test with a significance level of 5%, as well as a determination test which will reveal the ability of the independent variables to contribute to the dependent variable.

## RESULTS AND DISCUSSION

To test the validity of the servant leadership variable, there were 2 statements that were invalid, so that out of 18 statements, only 16 items were used for the follow-up survey. On the variable compensation and organizational commitment, all instruments are declared valid, so that the compensation variable uses 7 items and organizational commitment uses 10 statement items in the follow-up survey. Whereas for the OCB variable, out of 23 statement items, there were 5 invalid statement items, so only 18 statement items were used in the follow-up survey. For the reliability test, all instruments showed a Cronbach's alpha value > 0.60, so that all instruments were declared reliable and reliable in a follow-up survey.

Based on the results of an analysis consisting of 100 respondents, the highest number of respondents for gender criteria was in the female category with a percentage of 97%, and the lowest was in the male category with a percentage of 3%. In terms of respondent criteria based on age, age range < 25 years with a percentage of 5%, age range > 25-35 years with a percentage of 16%, age range > 35-45 years with a percentage of 18%, age range > 45 years with a percentage of 51 %. In the last educational criterion, the percentage of respondents with the last education D3 with a percentage of 88%, last education S1 with a percentage of 11%, and last education Masters with a percentage of 1%. For the criteria for years of service, respondents have served 1 - 5 years with a percentage of 5%, respondents have worked > 5 - 10 years with a percentage of 12%, respondents have served > 10 - 15 years with a percentage of 15%, respondents have served > 15 year year with a percentage of 67%. The following is the result of a description of the research instrument :

**Table 2. Analysis of the Three Box Method Variabel Servant Leadership**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Agape Love	1	My boss is genuinely interested in my performance as an employee	0	56	7	37	100	70.25	M
			0	112	21	148	281		
	2	My boss has shown concern for me as an employee by supporting me in my assignments	0	55	16	29	100	68.50	M
			0	110	48	116	274		
	3	My boss shows concern for me	0	50	17	33	100	70.75	M
			0	100	51	132	283		
<b>Dimension average index</b>							<b>69.83</b>	<b>M</b>	
Empowerment	4	My boss empowers me with opportunities so I can develop the skills I have	0	60	9	31	100	67.75	M
			0	120	27	124	271		
	5	My boss apparently gives me more control so I can take on more responsibility	0	54	6	40	100	71.50	M
			0	108	18	160	286		
	6	My boss gives me the opportunity to make decisions	0	44	16	40	100	74.00	M
			0	88	48	160	296		
	7	My boss gives me the authority I need to do my job	0	38	14	48	100	77.50	H
			0	76	42	192	310		
	8	My boss allows me to make decisions with increased responsibility	0	40	14	46	100	76.50	H
			0	80	42	184	306		
<b>Dimension average index</b>							<b>73.45</b>	<b>M</b>	
	9	My boss has tried to align my vision with that of the organization	0	39	16	45	100	76.50	H
			0	78	48	180	306		

**Table 2. Analysis of the Three Box Method Variabel Servant Leadership (Continuation)**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Vision	10	My boss has shown that he wants to incorporate employee vision and goals into the company	0	41	16	43	100	75.50	H
			0	82	48	172	302		
	11	My boss asked me to commit to a shared vision within the company	0	45	12	43	100	74.50	M
			0	90	36	172	298		
<b>Dimension average index</b>							<b>75.50</b>	<b>H</b>	
Trust	12	My boss knows I am against corruption	0	43	15	42	100	74.75	M
			0	86	45	168	299		
	13	My boss trusts me to keep the secret	0	37	20	43	100	76.50	H
			0	74	60	172	306		
<b>Dimension average index</b>							<b>75.63</b>	<b>H</b>	
Humility	14	My boss is not exaggerating himself	0	36	20	44	100	77.00	H
			0	72	60	176	308		
	15	My boss is not interested in glorifying/glorifying self	0	37	14	49	100	78.00	H
			0	74	42	196	312		
	16	My boss is simple enough to consult others in the organization when he doesn't have all the answers	0	35	19	56	110	87.75	H
			0	70	57	224	351		
<b>Dimension average index</b>							<b>80.92</b>	<b>H</b>	
<b>The average index of Servant leadership dimensions</b>							<b>75.07</b>	<b>H</b>	

Source: Primary data, 2022

The results of the analysis per item statement, the highest index is in statement number 16 with an index of 87.75 which is included in the high category which is in the humility dimension, while the lowest is in statement number 2 with an index of 68.50 which is in the medium category and includes the agave love dimension. . The results of the analysis based on the dimension category, the highest is in the humility dimension with an average index of 80.92 which is included in the high category and the lowest dimension is in agape love with an average index of 69.83 which is included in the medium category. Overall the servant leadership variable is included in the high category because it has an average index of 75.07.

**Table 3. Analysis of the Three Box Method Variable Compensation**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Salary	1	The salary provided by the company can meet my economic needs	19	53	28	0	100	52.25	M
			19	106	84	0	209		
	2	The increase in salary every year is enough to help my family's needs	18	54	28	0	100	52.50	M
			18	108	84	0	210		
	3	The salary from the company is what I expected	20	46	34	0	100	53.50	M
			20	92	102	0	214		
<b>Dimension average index</b>							<b>52.75</b>	<b>M</b>	
Incentive	4	The company provides incentives if I have completed the work according to the target	21	49	30	0	100	52.25	M
			21	98	90	0	209		
	5	Providing incentives by the company motivates me to improve performance	19	58	23	0	100	51.00	M
			19	116	69	0	204		
<b>Dimension average index</b>							<b>51.63</b>	<b>M</b>	



**Table 3. Analysis of the Three Box Method Variable Compensation (Continuation)**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Allowances	6	The benefits provided by the company are what I expected	22	47	31	0	100	52.25	M
			22	94	93	0	209		
	7	I am satisfied with the benefits provided by the company	22	57	21	0	100	49.75	L
			22	114	63	0	199		
<b>Dimension average index</b>							<b>51.00</b>	<b>M</b>	
<b>The average index of the compensation variable</b>							<b>51.79</b>	<b>M</b>	

Source: Primary data, 2022

The results of the analysis per statement item, the highest index is in statement number 3 with an index of 53.50 included in the medium category which is in the salary support dimension, while the lowest is in statements number 9 and 11 with an index of 49.75 included in the medium category and included in the allowance dimensions. The results of the analysis based on the dimension category, the highest is in salary with an average index of 52.75 which is included in the medium category and the lowest dimension is in allowances with an average index of 51.00 which is included in the medium category. Overall, the compensation variable is in the medium category and when viewed from the range of scores, it tends to be low because it has an average index of 51.79.

**Table 4. Analysis of the Three Box Method Organizational Commitment**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Affective Commitment	1	I would be very happy to spend the rest of my career at this company	33	17	23	27	100	61.00	M
			33	34	69	108	244		
	2	I feel part of the family in this company.	24	23	31	22	100	62.75	M
			24	46	93	88	251		
<b>Dimension average index</b>							<b>61.88</b>	<b>M</b>	
Continuance Commitment	3	Leaving this company is a loss for me	29	23	18	30	100	62.25	M
			29	46	54	120	249		
	4	I didn't have many replacement company options so I didn't think about leaving this company	25	22	29	24	100	63.00	M
			25	44	87	96	252		
<b>Dimension average index</b>							<b>62.63</b>	<b>M</b>	
Normative Commitment	5	This company deserves my loyalty	32	20	20	28	100	61.00	M
			32	40	60	112	244		
	6	I use work time efficiently	27	23	20	30	100	63.25	M
			27	46	60	120	253		
	7	Discipline and regulations in this company are not too strict/rigid (very loose and flexible)	30	22	12	36	100	63.50	M
			30	44	36	144	254		
	8	I feel like this company's problems are my problems too	31	23	14	32	100	61.75	M
			31	46	42	128	247		
	9	I feel I have to do a good job as a form of my gratitude to this company.	26	27	14	33	100	63.50	M
			26	54	42	132	254		
			22	31	15	32	100		
			22	62	45	128	257		
<b>Dimension average index</b>							<b>62.88</b>	<b>M</b>	
<b>The average index of organizational commitment variables</b>							<b>62.46</b>	<b>M</b>	

Source: Primary data, 2022

The results of the analysis per item statement, the highest index is in statement number 10 with an index of 64.25 which is included in the medium category which is in the normative commitment dimension, while the lowest is in statements number 1 and 5 with an index of 61.00 which is in the low category and includes the affective dimension. commitment and normative commitment. The results of the analysis based on the dimension category, the highest is in normative commitment with an average index of 62.88 which is included in the medium category and the lowest is in affective commitment with an average index of 61.88 which is included in the medium category. Overall the organizational commitment variable is included in the medium category because it has an average index of 62.46.

**Table 5. Analysis of the Three Box Method Variabel OCB**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Altruism	1	I am willing to help colleagues who are busy (work overload)	35	0	30	35	100	66.25	M
			35	0	90	140	265		
	2	I am willing to provide assistance to those around me	24	0	47	29	100	70.25	M
			24	0	141	116	281		
	3	I am willing to replace the duties of another employee when the person concerned is unable to carry out the task	35	0	30	35	100	66.25	M
			35	0	90	140	265		
	4	I am willing to help new employees who face difficulties during the orientation period	24	0	47	29	100	70.25	M
			24	0	141	116	281		
	<b>Dimension average index</b>							<b>68.25</b>	<b>M</b>
	Conscientiousness	5	I am willing to work beyond the allotted time	25	0	44	31	100	70.25
25				0	132	124	281		
6		I make good use of my down time	31	9	29	31	100	65.00	M
			31	18	87	124	260		
7		I comply with company rules even when no one is watching	36	6	20	38	100	65.00	M
			36	12	60	152	260		
8		I did self-introspection on the obedience given so far	24	16	20	40	100	69.00	M
			24	32	60	160	276		
<b>Dimension average index</b>							<b>67.31</b>	<b>M</b>	
Civic Virtue		9	I always follow the changes that exist	28	14	12	46	100	69.00
	28			28	36	184	276		
	10	I always follow information, for example organizational announcements, memos.	28	14	14	44	100	68.50	M
			28	28	42	176	274		
	11	I maintain relationships to avoid interpersonal problems with colleagues and superiors	26	16	14	43	99	68.00	M
			26	32	42	172	272		
	<b>Dimension average index</b>							<b>68.50</b>	<b>M</b>
	Courtesy	12	I do not abuse or interfere with the rights of other employees	26	15	17	42	100	68.75
26				30	51	168	275		
13		I consider the impact his actions will have on the work of other employees	30	12	17	41	100	67.25	M
			30	24	51	164	269		
14		I consider the impact of my actions on colleagues	27	14	19	40	100	68.00	M
			27	28	57	160	272		
15		I maintain relationships to avoid interpersonal problems with colleagues and superiors	22	14	23	41	100	70.75	M
			22	28	69	164	283		
<b>Dimension average index</b>							<b>68.69</b>	<b>M</b>	

**Table 5. Analysis of the Three Box Method Variabel OCB (Continuation)**

Dimensions	Num	Statement	Score				Sum	Idx	Info
			1	2	3	4			
Sportmanship	16	I don't like to complain at work	22	16	20	42	100	70.50	M
			22	32	60	168	282		
	17	I'm not blowing things out of proportion	27	14	11	48	100	70.00	M
			27	28	33	192	280		
	18	I don't like finding fault with companies	23	17	16	44	100	70.25	M
			23	34	48	176	281		
	<b>Dimension average index</b>							<b>70.25</b>	<b>M</b>
	<b>The average index of organizational citizenship behavior variables</b>							<b>68.60</b>	<b>M</b>

Source: Primary data, 2022

The results of the analysis per item statement, the highest index is in statement number 15 with an index of 70.75 included in the moderate category which is in the courtesy dimension, while the lowest in statements number 6 and 7 with an index of 65.00 is included in the medium category and includes the conscientiousness dimension. The results of the analysis based on the dimension category, the highest in sportsmanship with an average index of 70.25 is included in the medium category and the lowest is in altruism with an average index of 68.25 which is included in the medium category. Overall, organizational citizenship behavior variables fall into the medium category and when viewed from a range of scores, they tend to be high because they have an average index of 68.60.

**Table 6. Research Instrument Analysis Matrix**

Variable	Score	Information
Servant leadership	75.07	High
Compensation	51.79	Midle
Organizational commitment	62.46	Midle
OCB	68.60	Midle

Source: Primary data, 2022

Based on the table above, it is known that the servant leadership variable is at a high level, which means that the leadership is very concerned about the productivity of nurses so that they are able to form the behavior of nurses who are quite loyal in doing the work given to them by the organization. The compensation variable is in the medium category, meaning that nurses consider the compensation system set by the organization to be quite in accordance with their expectations, so that nurses are quite loyal in doing the work assigned to them. The organizational commitment variable is at a moderate level, which means that nurses are resistant enough to be loyal to the organization by voluntarily doing the work assigned to them. The organizational citizenship behavior variable is at a moderate level, which means that the nurse is loyal enough to carry out the tasks assigned to her for the survival of the organization.

Path analysis is carried out at the hypothesis testing stage with the help of the SPSS program, along with a summary of the results of the path analysis divided into sub-structures 1 and 2 :

**Table 7. Output of Sub Structure Analysis 1**

Variable	Coefficient	Significance test		
		f <sub>ttest</sub>	t <sub>ttest</sub>	R <sup>2</sup>
X <sub>1</sub>	0.64		0.00	0.71
X <sub>2</sub>	0.30	0.00	0.00	

Source: Data Processed, 2022

The path analysis results show that  $\rho_{zx1}=0.64$  and  $\rho_{zx2}=0.30$  which means that if servant leadership and compensation are increased by 1 unit, then organizational commitment will increase by 0.64 through servant leadership and 0.30 through compensation. The simultaneous significance test shows a comparison of the probability value of  $0.00 < 0.05$  which means that simultaneously servant leadership and compensation have a significant direct effect on organizational commitment and are included in the H<sub>1</sub> acceptance category. The partial significance test is known that the effect of X<sub>1</sub> on Z has a probability value ratio of  $0.00 < 0.05$ , which means that servant leadership has a significant direct effect on organizational commitment and is included in the H<sub>2</sub> acceptance category. In the significance test of the effect of X<sub>2</sub> on Z, it is known that the comparison of the probability value is  $0.00 < 0.05$ , which means that compensation has a significant direct effect on organizational commitment, included in the acceptance of H<sub>3</sub>. The determination test shows a coefficient of determination of 0.71 which means that simultaneously servant leadership and compensation contribute as much as 70.50% to organizational commitment. The residual value is obtained through the following calculations:  $\epsilon = 1 - \sqrt{1 - 0.71} = 0.54$ , this value illustrates that there are other factors outside of the research variables that are able to increase organizational commitment by 0.543, so it is found that the sub-structural path equation 1 is  $0.64(X_1) + 0.30(X_2) + 0.54(\epsilon_1)$ .

**Table 8. Output of Sub Structure Analysis 2**

Variable	Coefficient	Significance test		R <sup>2</sup>
		f <sub>ttest</sub>	T <sub>ttest</sub>	
X <sub>1</sub>	0.41		0.00	0.90
X <sub>2</sub>	0.23	0.00	0.00	
Z	0.42		0.00	

Source: Processed by SPSS, 2022

The path analysis results show that  $\rho_{yx1}=0.41$   $\rho_{yx2}=0,23$  dan  $\rho_{yz}=0.42$  which means that if servant leadership, compensation and organizational commitment are increased by 1 unit, organizational citizenship behavior will increase by 0.41 through servant leadership, 0.23 through compensation and 0.42 through organizational commitment. The simultaneous significance test shows a comparison of the probability value of  $0.00 < 0.05$  which means that simultaneously servant leadership, compensation and organizational commitment have a significant direct effect on organizational citizenship behavior and fall into the H<sub>4</sub> acceptance category. The partial significance test is known that the effect of X<sub>1</sub> on Y has a probability value ratio of  $0.00 < 0.05$ , which means that servant leadership has a significant direct effect on organizational citizenship behavior and is included in the H<sub>5</sub> acceptance category. In the significance test of the effect of X<sub>2</sub> on Y, it is known that the comparison of the probability value is  $0.00 < 0.05$ , which means that the comparison has a significant direct effect on organizational citizenship behavior, included in the acceptance category H<sub>6</sub>. In the

significance test of the effect of Z on Y, it is known that the comparison of the probability value is  $0.00 < 0.05$ , which means that organizational commitment has a significant direct effect on organizational citizenship behavior, included in the acceptance category H<sub>7</sub>.

The determination test shows a coefficient of determination of 0.90 which means that simultaneously servant leadership, compensation and organizational commitment contribute as much as 89.8% in creating organizational citizenship behavior. The residual value is obtained through the following calculations:  $\epsilon = \sqrt{1 - 0.90} = 0.32$ , this value illustrates that there are other factors outside of the research variables that are able to increase organizational citizenship behavior by 0.32 so that the sub-structure path equation 2 is found  $0.41(X_1) + 0.23(X_2) + 0.42(Z) + 0.32(\epsilon)$ .

The indirect effects of the results of this study show the following :

**Table 9. Indirect Effect**

Equality	Coefficient
$\rho_{zx_1X} \rho_{yz}$	0.27
$\rho_{zx_2X} \rho_{yz}$	0.13

Source: Processed data, 2022

Based on the table above, it can be seen that the indirect effect generated by organizational commitment in mediating the servant leadership relationship with OCB is worth 0.27, which means that organizational commitment positively intervenes in the servant leadership relationship with OCB and is included in the H<sub>8</sub> acceptance category. Whereas in the compensation relationship to OCB, organizational commitment provides intervention of 0.123 which means organizational commitment intervenes positively in the compensation relationship to OCB and is included in the acceptance category. H<sub>9</sub>.

The total effects of the results of this study show the following :

**Table 10. Direct Vs Total Effect**

Direct	Total
$\rho_{yx_1} = 0.41$	$\rho_{yx_1} + (\rho_{zx_1} \times \rho_{yz}) = 0.68$
$\rho_{yx_2} = 0.23$	$\rho_{yx_2} + (\rho_{zx_2} \times \rho_{yz}) = 0.36$

Source: Processed data, 2022

Based on the table, it can be explained that, with organizational commitment, servant leadership and compensation have the same total effect path of  $0.68(X_1) + 0.36(X_2)$  greater than the direct effect of  $0.41(X_1) + 0.23(X_2)$ , so that with commitment organization, then organizational citizenship behavior will increase by 0.68 through servant leadership and 0.36 through compensation.

### **The Effect of Servant Leadership and Compensation on Organizational Commitment**

Servant leadership and compensation support the creation of nurses' commitment to the organization, this is in line with previous research which concluded that the nature of leaders with servant leadership patterns seeks to serve the needs of their members (Uktutias et al., 2022), so that these leadership behaviors create dynamic conditions in which employees remain loyal to help the organization achieve its goals (Howladar & Rahman, 2021). The nurse's commitment to the organization shows her partiality to remain faithful to stay in the organization and help achieve its goals, this is realized because the leadership that is applied seeks to provide special attention to meet

and serve the needs of nurses to carry out their role as executors of nursing duties, the services provided can be in the form of assistance seeks to direct nurses to be able to carry out nursing services optimally for patients, and also provide career support as a reward for work performance which will make nurse loyalty continue to increase while remaining in the organization to help achieve organizational goals.

The compensation system implemented by the organization forms a nurse's commitment to the organization, this situation is in line with previous research which concluded that a fair compensation system would be a new incentive for employees to remain committed to the organization (Pratama & Havidz Aima, 2018) because the compensation system contains organizational support that will shape employee loyalty to remain in the organization (Azmi, 2022). The compensation system implemented by management, based on justice, where the implementation is adjusted to the burden and responsibilities of nurses, as well as achievements that nurses can achieve to help the organization achieve its goals, so that nurses will decide to stay in the organization and are fully committed to using all their resources to achievement of organizational goals. The compensation system provided is not only in the form of material as a payment for the sacrifice of nurses, but also by providing career development opportunities and giving trust to nurses to participate in the formulation of vision and mission, will shape the psychology of nurses to feel valued, so they will decide to stay loyal in their lives. organization.

### **The Effect of Servant Leadership, Compensation and Organizational Commitment on Organizational Citizenship Behavior**

Servant leadership patterns, compensation and commitment of nurses to the organization shape nurse citizenship behavior in the process of achieving organizational goals. This situation is in line with previous research which concluded that the servant leadership pattern seeks to serve the needs of its members to carry out the process of achieving organizational goals and encourage its members to react to work aspects (Elche et al., 2020) because leaders who implement this system try to meet all the expectations of their members in carrying out their roles, so that this pattern forms voluntary citizenship behavior beyond organizational demands for their work behavior (Thao & Kang, 2020), so that with servant leadership, OCB behavior can continue to increase (Amir, 2019). This situation occurs because the leader carries out his function not only to implement the command function, but rather to give special attention, and serve the needs of nurses in the nursing service delivery process, so that with the behavior of the leader, nurses are encouraged to contribute more than the organization's expectations of their work behavior in serving patients in nursing services. Behavior embodied by nurses when led by servant leadership patterns, will voluntarily exceed organizational demands for their work behavior, such as wanting to work beyond the set time rules because nurses feel well served by their leaders.

Compensation implemented by management forms citizenship behavior that voluntarily exaggerates work behavior beyond its obligations, this situation is in line with previous research which concluded that compensation is encouragement which will determine the citizenship behavior of organizational members (Suryani et al., 2019), so that with a fair compensation system, it will direct members of the organization to react to their duties and responsibilities, even exceeding the work rules set by the organization (Suhardi et al., 2018). The compensation felt by nurses today is based on organizational justice, they feel that the salary, incentives and benefits are in

accordance with the duties and responsibilities they carry out in carrying out nursing services, so that the behavior of voluntarily working beyond their duties and responsibilities in carrying out nursing services to patients is formed. As a form of appreciation for the sacrifices made by nurses to the organization, compensation is an incentive to determine the citizenship behavior of nurses as nursing service providers, not only material in nature such as salaries, incentives and benefits, but management can provide promotion opportunities according to achievements and years of service, as well as provide trust to participate in determining effective nursing strategies for patients, so that with this implementation, nurses feel valued and voluntarily exceed organizational expectations for their work behavior.

Nurses' commitment to the organization determines their citizenship behavior in supporting the achievement of organizational goals, this is in line with previous research which concluded that organizational commitment is a form of attitude and alignment of employees that will determine their citizenship behavior (Planer, 2019) because individuals who have a commitment to the organization, will remain loyal to support the achievement of organizational goals through their citizenship behavior as members of the organization who voluntarily contribute beyond the provisions of the organization (Indriati et al., 2017). Nurse loyalty directs deep emotional feelings that require them to stay in the organization because they feel they have benefited a lot while joining as nurses, these basics make nurses obliged to voluntarily support the achievement of organizational goals through their role as providers of nursing services for patients, even with the nurse's commitment to the organization, they voluntarily go beyond their work behavior by contributing more and upholding work professionalism regardless of the boundaries of their duties and responsibilities that have been set by the organization, where they will not care about working hours, their social relations with family and co-workers, even putting aside personal matters for the success of organizational goals.

### **The Role of Organizational Commitment Mediating Servant Leadership Relationships and Compensation Against OCB**

The results of the analysis conclude that with organizational commitment as a mediator, servant leadership and compensation are able to increase OCB greater than without employee commitment to the organization, meaning that organizational commitment provides positive intervention on servant leadership relationships and compensation on organizational commitment. This result is in line with previous research which has proven that. Commitment to the organization will make organizational members willing to sacrifice more in each of the organization's goals, and exceed the portion determined by the organization as a form of sacrifice of members for the organization. Relevant research proves that organizational commitment shapes the citizenship behavior of organizational members (Hasani et al., 2013), servant leadership will form employee commitment to the organization (Nguyen et al., 2022) and a fair compensation system keeps employees committed to the organization (Ashraf, 2020). This situation describes a situation where organizational commitment shows a strength that is able to help servant leadership patterns and greater compensation in shaping productive nurse citizenship behavior or even exceeding organizational expectations for their work behavior, so that organizational goals can be achieved beyond organizational expectations. The importance of organizational commitment is needed as a form of nurse loyalty to remain in the organization and achieve its goals, even though basically nurses are dissatisfied with the servant

leadership pattern and the compensation system, but with the nurse's commitment to the organization, this form of loyalty will still shape citizenship behavior. that exceeds the standard set by the organization in achieving its goals.

## CONCLUSION

Servant leadership, compensation and organizational commitment are strengths for nurses to determine their civic behavior which voluntarily contributes more to achieving organizational goals. The nurse's commitment to the organization further strengthens the servant leadership leadership pattern and the compensation system implemented by the organization, so that civic behavior that voluntarily exceeds organizational provisions continues to increase due to an attitude of loyalty by showing deep feelings for the organization which directs them to remain in the organization because they feel they have benefited a lot from joining the organization. The importance of a commitment is built in order to determine the attitudes and alignments of nurses in achieving organizational goals, even though in a condition they feel they are not getting enough service from their leaders and are not satisfied with the compensation system, but with deep feelings for the organization, they still try to stay in the organization and feel obliged for himself to succeed in organizational goals through his work behavior that voluntarily contributes more without taking into account the limitations on his duties and responsibilities. This research is limited to nurses as the unit of analysis, while in the hospital it consists of other parts that simultaneously have their respective functions to succeed in achieving organizational goals, so that for further research it is suggested to involve all resources in the hospital. so that the effectiveness of servant leadership and the compensation system can be assessed as a whole in forming employee commitment to the organization as well as citizenship behavior that voluntarily exceeds organizational provisions for their work behavior as members of the organization.

## REFERENCES

- Abdullahi, A. Z., Anarfo, E. B., & Anyigba, H. (2020). The Impact Of Leadership Style On Organizational Citizenship Behavior: Does Leaders' Emotional Intelligence Play A Moderating Role? *Journal of Management Development*, 39(9), 963–987. <https://doi.org/10.1108/JMD-01-2020-0012>
- Allen, N. J., & Meyer, J. P. (2013). *The Measurement And Antecedents Of Affective, Continuanance And Normative Commitment To Organitazion*. Jakarta: PT Elex Media Komputindo.
- Amir, D. A. (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*, 1(1), 1–16. <https://doi.org/10.22146/jlo.42946>
- Ashraf, M. A. (2020). Demographic Factors, Compensation, Job Satisfaction And Organizational Commitment In Private University: An Analysis Using SEM.



- Journal of Global Responsibility*, 11(4), 407–436. <https://doi.org/10.1108/JGR-01-2020-0010>
- Azmi, A. (2022). Effect Of Compensation And Organizational Commitment On Employee Performance During WFH At Digital Company. *Jurnal Economia*, 18(1), 70–88. <https://doi.org/10.21831/economia.v18i1.44949>
- Dessler, G. (2017). *Human Resource Management* (15th ed.). London: Pearson.
- Djaddang, S., & Sulistiawarni, E. (2018). *Riset Empirik Manajemen Akrual (Artificial Smoothing) dan Volatilitas Laba*. CV. Tigamedia Pratama.
- Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant Leadership And Organizational Citizenship Behavior: The Mediating Effect Of Empathy And Service Climate. *International Journal of Contemporary Hospitality Management*, 32(6), 2035–2053. <https://doi.org/10.1108/IJCHM-05-2019-0501>
- Erdurmazlı, E. (2019). On The Servant Leadership Behaviors Perceived In Voluntary Settings: The Influences On Volunteers' Motivation And Organizational Commitment. *SAGE Open*, 9(2), 1–17. <https://doi.org/10.1177/2158244019876265>
- Greenleaf, R. K. (2015). *The Servant As Leader* (6th ed.). New Jersey: The Greenleaf Center for Servant Leadership.
- Gupta, V., Mittal, S., Ilavarasan, P. V., & Budhwar, P. (2022). Pay-For-Performance, Procedural Justice, OCB And Job Performance: A Sequential Mediation Model. *Personner Review*. <https://doi.org/10.1108/PR-11-2021-0782>
- Hasani, K., Boroujerdi, S. S., & Sheikhesmaeili, S. (2013). The Effect Of Organizational Citizenship Behavior On Organizational Commitment. *Global Business Perspectives*, 1, 452–470. <https://doi.org/10.1007/s40196-013-0026-3>
- Howladar, M. H. R., & Rahman, M. S. (2021). The Effect of Servant Leadership on Organizational Citizenship Behavior: The Mediating Effect of Organizational Commitment. *Sciendo*, 16(1), 70–82. <https://doi.org/10.2478/jeb-2021-0006>
- Indriati, S., Solimun, Fernandes, A. A. R., & Hakim, W. (2017). The Effect Of OCB In Relationship Between Personality, Organizational Commitment And Job Satisfaction On Performance. *Journal of Management Development*, 36(10), 1283–1293. <https://doi.org/10.1108/JMD-11-2016-0250>
- Knez, I., Hjärpe, D., & Bryngelsson, M. (2019). Predicting Organizational Citizenship Behavior: The Role Of Work-Related Self. *SAGE Open*, 9(2), 1–10. <https://doi.org/10.1177/2158244019854834>
- Kreitner, R., & Kinicki, A. (2016). *Organizational Behavior*. New York: McGraw-Hill. <https://www.worldcat.org/title/organizational-behavior/oclc/806268317?referer=di&ht=edition>
- Kuhnert, D. (2022). *Servant Leadership* (3rd ed.). USA: Grace Theology Press.
- Lapointe, É., & Vandenberghe, C. (2018). Examination Of The Relationships Between Servant Leadership, Organizational Commitment, And Voice And Antisocial Behaviors. *Journal of Business Ethics*, 148(1), 99–115. <https://doi.org/10.1007/s10551-015-3002-9>

Rumbita Febriarukmi <sup>1)</sup>, Mulyanah <sup>2)</sup>, Luciana Indah Permatasari <sup>3)</sup>, Muhammad Fachrudin Arrozi Adhikara <sup>4)</sup>, CSP Wekadigunawan <sup>5)</sup>, Role of Organizational Commitment as Mediator For Servant Leadership...

- Latt, E. C. Z. (2019). Effects of Leadership Styles and Job Satisfaction on Organizational Commitment in Myanmar Government Organizations. *Scientific Research Journal*, 07(10), 15–21. <https://doi.org/10.31364/scirj/v7.i10.2019.p1019705>
- McShane, S. L., & Glinow, M. A. Y. Von. (2015). *Organization Behavior: Emerging Knowledge Global Realit* (7th ed.). USA: McGraw-Hill.
- Miao, Q., Newman, A. H., Schwarz, G., & Xu, L. (2014). Servant Leadership , Trust , And The Organizational Commitment Of Public Sector Employees In China. *Public Administration*, 92(3), 724–743. <https://doi.org/10.1111/padm.12091>
- Mondy, R. W., & Noe, R. M. (2016). *Human Resource Management* (15th ed.). Jakarta: Erlanga.
- Nguyen, P. N. D., Tran, V. D., & Le, D. N. T. (2022). Does Organizational Citizenship Behavior Predict Organizational Commitment Of Employees In Higher Educational Institutions? *Frontiers in Education*, 7, 1–3. <https://doi.org/10.3389/feduc.2022.909263>
- Planer, D. G. (2019). The Relationship Between Organizational Commitment And Organizational Citizenship Behaviors In The Public And Private Sectors. *Sustainability (Switzerland)*, 11, 1–20. <https://doi.org/10.3390/su11226395>
- Pratama, R., & Havidz Aima, M. (2018). The Effect Of Compensation And Employee Engagement On Organizational Commitments And Its Implementation Toward Employee's Performance Of Pt Xyz Jakarta. *International Journal of Scientific and Research Publications (IJSRP)*, 8(12), 360–368. <https://doi.org/10.29322/ij srp.8.12.2018.p8448>
- Reizer, A., Oren, L., & Hornik, Y. (2021). The Moderating Role Of Attachment In The Associations Between Group Variables And OCB. *SAGE Open*, 11(4), 1–12. <https://doi.org/10.1177/21582440211067246>
- Robbins, S. P. (2016). *Organizational Behavior* (17th ed.). New Jersey: Pearson Education. <https://scirp.org/reference/referencespapers.aspx?referenceid=2647298>
- Suhardi, S., Ratih, I. A. B., & Sari, I. A. B. (2018). The Effect Of Competence, Compensation Of Organizational Citizenship Behavior And Performance Of Employees In Life Insurance Companies In Batam City. *Archives of Business Research*, 6(10), 295–307. <https://doi.org/10.14738/abr.610.5484>
- Suryani, N., Gama, I. G., & Parwita, G. B. S. (2019). The Effect Of Organizational Compensation To Organizational Citizenship Behavior In The Cooperative And Smal, Midle Enterprises Departement Of Bali Province. *Internationaljournal of Contemporary Research and Review*, 10(1), 21210–21218. <https://doi.org/10.15520/ijcrr.v10i01.643>
- Thao, N. P. H., & Kang, S. W. (2020). When Servant Leaders Inspire Followers To Become Organizational Citizens? Empirical Evidence From Vietnam. *SAGE Open*, 10(1), 1–12. <https://doi.org/10.1177/2158244019900184>
- Uktutias, S. A. M., Iswati, S., Hadi, C., & Suhariadi, F. (2022). Servant Leadership and Job Satisfaction and Organizational Commitment: Empirical Evidence from Surabaya Health Care Sector. *Open Access Macedonian Journal of Medical Sciences*, 10, 1082–1093. <https://doi.org/10.3889/oamjms.2022.9237>