

The Impact of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior at PT. Victoria Nusa Bahari in Pangkalpinang

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Abstract

This study aims to analyze the influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior at PT Victoria Nusa Bahari. With a quantitative descriptive approach, this study involved 30 employees as respondents. Data were collected using a questionnaire applying the Likert measurement scale, and the analysis was performed through multiple linear regression with the help of Jeffreys's Amazing Statistics Program. The results of the study show that Servant Leadership has a significant influence on Organizational Citizenship Behavior, reflected by a significance value of 0.001 and a t-value of 5.694, which shows that servant leadership can encourage employees to behave more proactively and responsibly. In addition, Organizational Commitment also contributed significantly, with a significance value of 0.046 and a t-value of 2.094, indicating that the level of employee commitment to the organization had an effect on their involvement in civic behavior. Overall, the results show that both Servant Leadership and Organizational Commitment simultaneously have a significant influence on Organizational Citizenship Behavior, as evidenced by a significance value of 0.001 and an f-statistical value of 105.154. These findings emphasize the importance of supportive leadership roles and strong commitment to creating a positive work environment, as well as encouraging behaviors that support organizational success. This research is expected to be a reference for management in designing a more effective human resource development strategy.

Keywords: Citizenship Behavior, Organizational Commitment, Organizational, Servant Leadership

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1. Introduction

In today's era, business competition is a challenge for every company, where each company competes with each other in achieving the goals that have been set. Company leaders must be able to take advantage of opportunities in determining effective strategies for the sustainability and progress of the company. Each country has unique characteristics, from demographics and geography to natural resources, climate, social structure, and economic framework. These differences give rise to diverse commodities, varying costs, and different product quality and quantity. As a result, the interdependence of needs has paved the way for international trade, commonly known as exports and imports.

One of them is a company engaged in mining, especially tin. Having employees who are trained and able to work efficiently can result in higher output. A productive work environment can create a positive work culture, which makes employees more likely to retain their jobs and strive to maintain high quality standards.

The largest tin producing province in Indonesia is Bangka Belitung. Tin production from Bangka Belitung plays an important role in influencing the regional economy and the global tin market, especially through partnerships between mining companies and PT. Timah Tbk.





Source: (www.idx.co.id, 2021)

In the face of increasingly fierce business competition and ever-changing market dynamics, companies often place human resource management (HRM) as one of the key aspects in achieving competitive advantage. HR management is not only concerned with administrative management related to employees, but it is also an important factor in creating a productive work environment and qualified employees.

One of the companies that faces this challenge is PT. Victoria Nusa Bahari in Pangkalpinang. As part of efforts to improve employee productivity and quality, the management of PT. Victoria Nusa Bahari has recognized the importance of managing human resources more effectively. This includes the development of MSDM policies and practices that are in line with the company's needs and objectives.

Leadership is a process that involves guidance, direction, and motivation for individuals or groups to achieve a certain goal. Leadership plays an important role in influencing Organizational Citizenship Behavior, and has implications when leadership is not applied properly from a leader, it will have a negative impact on the company by disrupting Organizational Citizenship Behavior. As in today's era, competition in the business world is becoming sharper, so the right leadership is needed with the conditions and situations in business entities in order to bring a significant positive influence to the company so that it can continue to survive.

Gunawan (2016) organizational citizenship behavior is individual behavior that is discretionary, not directly and explicitly rewarded by the formal reward system. Discretionary in the context of MSDM in a company refers to the policies and practices that are not mandatory or optional that the company implements to attract, motivate, and retain employees.

Through a study conducted by Vondey (2010) that Servant Leadership is closely and positively related to Organizational Citizenship Behavior. So that in the results of his study, it can be understood that the behavior of leaders has a significant impact on the attitude and behavior of their followers. In addition, organizational identification and people-organization fit (P-O fit) also play an important role in moderating the relationship between Servant Leadership and Organizational Citizenship Behavior (OCB).

Kamanjaya, et.al (2017) The existence of a leader who has a spirit of service will form a commitment in employees. Leaders who emphasize improving service to others and subordinates as an approach to subordinates at work, introduce a sense of togetherness to subordinates and can share when making a decision in the organization, will increase the commitment of subordinate organizations. Organizational Commitment is the attitude and behavior shown by employees when identifying themselves as members who participate in the process of organizational activities and have a sense of loyalty to the organization to go and achieve the goals and direction of the organization.

If the Organizational Commitment is higher, it will strengthen the Organizational Citizenship Behavior which makes the extra role behavior will increase. Based on this, it can be concluded that, through the above statement which shows Organizational Commitment as the main factor in determining positive or negative organizational results.

Servant Leadership

Tomigolung (2015) describes Servant Leadership as leadership with a servant heart that is oriented towards empowering love, humility, trust and vision and always prioritizing the needs of others and helping in developing themselves. Colquitt, et.al (2015) Servant Leadership is leadership that always prioritizes serving rather than leading so that it is ready to share power through empowerment to improve their abilities, thereby involving followers in decision-making and planning for better outcomes. Servant Leadership is an ethical leadership concept introduced by Robert K. Greenleaf in 1970. Greenleaf (1970) stated that Servant Leadership is leadership that comes from sincere feelings that arise from the heart, the will to serve, be the first party to serve and comes from the conscience, then presents the desire to become a leader.

Organizational Commitment

Griffin and Moorhead (2015) Organizational Commitment is an attitude that shows how far an individual recognizes and is attached to his organization. A highly committed person is most likely to see himself as a true part of the organization. Latif, et.al (2023) said that Organizational Commitment is a feeling of attachment or psychological and physical attachment of members to the organization where a person works or the organization of which a person is a member. Organizational Commitment is the desire to remain a member of the organization, the desire to demonstrate a high level of effort on behalf of the organization and great confidence in accepting the values and goals of the organization.

Organizational Citizenship Behavior

Robbins and Judge (2015) Organizational Citizenship Behavior is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system and is able to increase the effectiveness of organizational functions. Aldag and Reschke (1997) say that this behavior is an "employee added value" which is a form of prosocial behavior as a positive, constructive and helpful social behavior. Darsana & Koerniawati (2021) Organizational Citizenship Behavior is a term to identify employee behavior, this behavior refers to the construction of extra-role behavior (ERB), which is interpreted as behavior that benefits the organization and directly intends to benefit the organization which leads to the role of reward. Organizational Citizenship Behavior is defined as behavior that exceeds formal obligations (extra roles) and is not related to direct compensation. This means that a person with a high OCB will not be paid in the form of money or a certain bonus, but OCB is more directed towards social behavior between individuals to work beyond what is expected.

Based on the concept and description above, this research formulates the research hypothesis as follows:

H1 Servant Leadership has an effect on Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City.

H2 Organizational Commitment has an effect on Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City.

H3 Servant Leadership and Organizational Commitment simultaneously affect Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City.

2. Method

The research was conducted from January to May 2024. This study used two independent Variables: Servant Leadership and Organizational Commitment, with dependent variables Organizational Citizenship Behavior. Through variables to determine the influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior in PT. Victoria Nusa Bahari Pangkalpinang City.

The population of this study was taken from the entire number of employees working at PT. Victoria Nusa Bahari, which has as many as 30 employees. According to Sugiyono (2017) about the sample size for the study, that is, the feasible sample size in the study is between 30 to 500. Based on this, the researcher took 100% of the population in PT. Victoria

Nusa Bahari, which is 30 respondents. Data collection in this study uses a questionnaire through a measurement scale, namely a likert scale with 5 answer options, namely from very agreeable to strongly disagree. According to Sugiyono (2017) the likert scale is used to measure the attitudes, opinions and perceptions of a person or a group of people towards social phenomena.

The data obtained underwent several quality tests to test the validity and reliability through instrument validity and reliability tests. Classic assumption tests include normality, multicollinearity, and heteroscedasticity tests, which were performed to ensure the data met the assumptions required for regression analysis. Descriptive statistical analysis describes and summarizes respondent data so that it can be easily understood. Multiple linear regression analysis measures the relationship between a dependent variable and one or more independent variables, at PT. Victoria Nusa Bahari Pangkalpinang City for the sake of the company's sustainability. Additional analysis, a hypothesis test that includes a determination coefficient (R^2), a Partial Significance Test (T-Test) and a simultaneous significance test (F-test).

3. Results and Discussion

Data analysis presents comprehensive details of respondents based on gender, age and education at PT. Victoria Nusa Bahari, Pangkalpinang City.

Table 1.
Frequency For Gender

Gender	Frequency	Percent
Female	9	30.000
Male	21	70.000

Source: Secondary Data Processed by Researchers

Based on table 1 frequency for gender, the data shows that out of a total of 30 respondents consisting of 9 women accounted for 30% and 21 men accounted for 70%. This shows that the majority of respondents are men.

Table 2.
Frequency For Gender in Background Education

Gender	Background Education	Percent
Female	Senior High School	100.000
	Diploma	0.000
	Bachelor	0.000
Male	Senior High School	52.381
	Diploma	0.000
	Bachelor	47.619

Source: Secondary Data Processed by Researchers

Table 3.
Frequency For Gender in Age Range

Gender	Age Range	Percent
Female	<25 years	44.444
	26 - 35 years	55.556
	36 - 45 years	0.000
	>46 years	0.000
Male	<25 years	4.762
	26 - 35 years	61.905
	36 - 45 years	28.571
	>46 years	4.762

Source: Secondary Data Processed by Researchers

Based on tables 2 and 3, it shows the statistical descriptive of respondents to split the frequency of Gender to educational background and age. In the female gender of the respondents, it was shown that the respondents had a high school/vocational education background as many as 9 respondents (100%), with the frequency based on the age of the most female respondents being in the age range of 26 – 35 years (55.556%) and followed by female respondents in the age range of 25 years (44%). Based on respondents with a male education background as many as 52.381% and a bachelor's education background as many as 47.610%. Meanwhile, the descriptive age statistics of respondents with male gender consisted of 61.905% with an age range of 26 – 35 years, then continued with 28.571% with an age range of 36 – 45 years, 46 years old respondents only 1 person (4.762%) and the youngest male gender respondent was 25 years old (4.762%). This indicates that the majority of respondents in this study are men aged 26 – 35 years with a high school education background, while female respondents are fewer in number and the majority are also between 26 – 35 years old with a high school-vocational education background.

Table 4. Secondary Data Processed by Researchers

Variable	Statement Item	Pearson's r	P-Value
Servant Leadership	X _{1.1}	0.822	0.001
	X _{1.2}	0.860	0.001
	X _{1.3}	0.749	0.001
	X _{1.4}	0.782	0.001
	X _{1.5}	0.737	0.001
	X _{1.6}	0.738	0.001
	X _{1.7}	0.798	0.001

	X _{1.8}	0.885	0.001
	X _{1.9}	0.781	0.001
Organizational Commitment	X _{2.1}	0.752	0.001
	X _{2.2}	0.677	0.001
	X _{2.3}	0.860	0.001
	X _{2.4}	0.809	0.001
	X _{2.5}	0.869	0.001
Organizational Citizenship Behavior	Y.1	0.888	0.001
	Y.2	0.789	0.001
	Y.3	0.682	0.001
	Y.4	0.846	0.001
	Y.5	0.904	0.001
	Y.6	0.634	0.001
	Y.7	0.804	0.001
	Y.8	0.795	0.001
	Y.9	0.848	0.001
	Y.10	0.696	0.001

Validity Test X₁, X₂, Y

Source: Secondary Data Processed by Researchers

Based on table 4 of the validity test results. Pearson's r value of 0.634 to 0.904 and P-Value of 0.001 are smaller than the significance value of 0.05. It indicates that all question items (Servant Leadership), (Organizational Commitment), and (Organizational Citizenship Behavior) are valid.

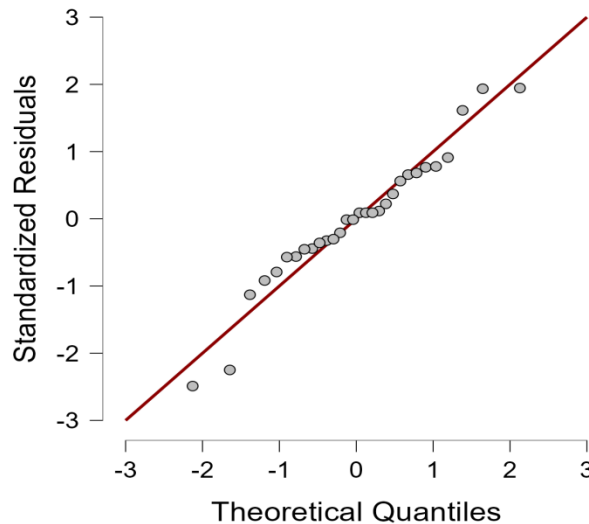
**Table 5.
Reliability Test**

Variable	Limit	Cronbach Alpha
Servant Leadership	0.60	0.926
Organizational Commitment	0.60	0.855
Organizational Citizenship Behavior	0.60	0.962

Source: Secondary Data Processed by Researchers

Based on the results of the reliability test calculation in table 5, it is known that Cronbach's alpha value is reliable and has a good measurement value, for the Servant Leadership, Organizational Commitment and Organizational Citizenship Behavior have good values.

Figure 1.
Normality Test



Source: Secondary Data Processed By Researchers

The Normality Test aims to assess the data distribution of data in a data group or variable, whether the data distribution is normally distributed or not. Based on the Q - Q Plot Graph, it shows that the data is relatively distributed on the red line or in the area around the diagonal line and nothing is outside that range. So, it can be stated that the data is distributed normally.

Table 6.
 Multicollinearity Test

Variable	Tolerance	VIF
Servant Leadership	0.272	3.680
Organizational Commitment	0.272	3.680

Source: Secondary Data Processed By Researchers

The decision-making criterion according to Ghazali (2018) is if the tolerance value > 0.1 and $VIF < 10$, it is evident that there are no symptoms of multicollinearity in the regression model. From the results of table 6 above, it can be seen that Servant Leadership and Organizational Commitment have a tolerance value of > 0.1 and $VIF < 10$, so that there is no multicollinearity in the regression model.

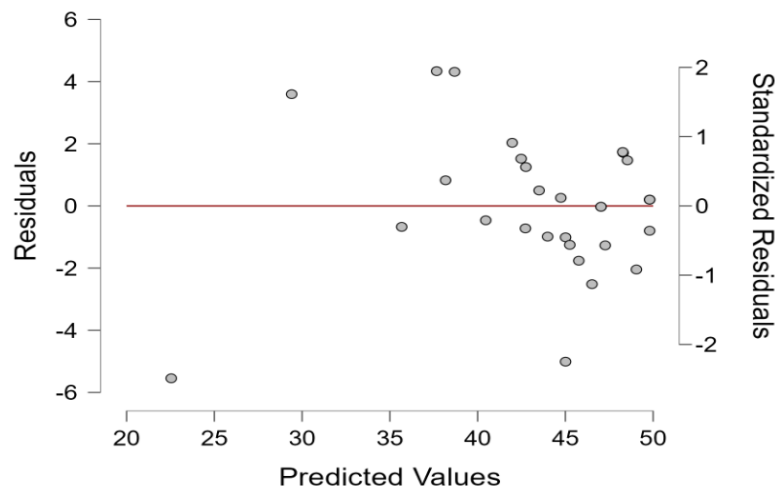


Figure 2. Heteroscedasticity Test
Source: Secondary Data Processed By Researchers

According to Ghozali (2018), the Heteroskedasticity test aims to test whether there is an inequality in the regression model in the variance from one observation residue to another. It is mentioned as a good regression model if heteroscedasticity does not occur. Based on Figure 2, the results of the Heteroscedasticity Test can be seen that there is no clear pattern by not forming a definite pattern and the dots that spread above and below the number 0 on the Y axis.

Table 7.
R - Squared

<i>Adjusted R -Squared</i>	0.878
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Source: Secondary Data Processed by Researchers

Based on table 7, the result shows that the Adjusted R² value is 0.878. This value shows that Servant Leadership and Organizational Commitment are able to explain Organizational Citizenship Behavior by 87.8%. The remaining 12.2% was explained by other variables used in this research.

Table 8.
t - test

Variable	T - statistic	P - Value
Servant Leadership	5.694	0.001
Organizational Commitment	2.094	0.046

Source: Secondary Data Processed By Researchers

Hypothesis testing through partial tests with t-test is carried out by comparing t-statistical values and P-value. If the statistical value is the t-table value > or the P-value < 0.05, then the hypothesis is accepted. From the results of the study, the t-statistical value of the Servant Leadership variable is 5.694 > from the t-table value of 1.697 and the P-value of 0.001 < 0.05, so the decision taken is H₀₁ rejected and H_{a1} was accepted. It can be concluded that Servant Leadership has a positive influence and has a significant effect on Organizational

Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City. Organizational Commitment has a t-statistical value 2,094 > from the t-table value of 1.697 and the p value (0.046 < 0.05). So H02 was rejected and Ha2 was accepted. It can be concluded that Organizational Commitment has a positive effect on Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City.

Table 9. F - test

F - Statistic	Prob (F. Statistic)
105.154	0.001

Source: Secondary Data Processed by Researchers

The results of the model feasibility test in this study obtained a statistical value of F of 105.154 (105,154 > F-table value 2,922). So, it can be interpreted that H03 is rejected and Ha3 is accepted. It was stated that Servant Leadership and Organizational Commitment have a simultaneous influence on Organizational Citizenship Behavior in PT. Victoria Nusa Bahari Pangkalpinang City.

Table 10.
Multiple Linear Regression Results

Variable	Coefficients
Constant (a)	3.121
Servant Leadership	0.753
Organizational Commitment	0.511

Source: Secondary Data Processed By Researchers

Based on Table 10, the results of the regression model equation from the multiple regression analysis are as follows;

$$Y = 3.121 + 0.753 (\text{Servant Leadership}) + 0.511 (\text{Organizational Commitment}) + e$$

Constant (a) is produced positively by 3.121. The regression coefficient in the Servant Leadership variable is positive at 0.753. This means that every Servant Leadership value that increases by 1 unit will increase the Organizational Citizenship Behavior by 0.753 assuming the value of other independent variables is constant. The regression coefficient in the Organizational Commitment variable was 0.511. This means that every Organizational Commitment value that increases by 1 unit will increase the Organizational Citizenship Behavior by 0.511 assuming the value of other independent variables is constant.

4. Conclusion

In conclusion, the Servant Leadership variable affects Organizational Citizenship Behavior in PT. Victoria Nusa Bahari in Pangkalpinang City. This is evidenced by the t-statistical results that are greater than the t-table and obtain a significance value of 0.001 < 0.05. It can be concluded that Servant Leadership has a significant and positive influence on

Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City. Organizational Commitment affects Organizational Citizenship Behavior in PT. Victoria Nusa Bahari Pangkalpinang City. This is evidenced by the results of the t-test analysis obtained significance values of $0.046 < 0.05$ and $t\text{-statistical} > t\text{-table}$. It can be concluded that Organizational Commitment has a positive influence on Organizational Citizenship Behavior in PT. Victoria Nusa Bahari Pangkalpinang City. Servant Leadership and Organizational Commitment affect Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City. This is evidenced by the results of the analysis of F-statistics which obtained significance values of $0.001 < 0.05$ and $f\text{-statistics} > f\text{-table}$. It can be concluded that Servant Leadership and Organizational Commitment have a simultaneous influence on Organizational Citizenship Behavior at PT. Victoria Nusa Bahari Pangkalpinang City. Based on the results of the research, discussion and conclusions that have been obtained, the suggestions that can be given are as follows, the management of PT. Victoria Nusa Bahari must set a good example for decision making such as management policies related to employee welfare. Input and suggestions from subordinates such as management policies, the implementation of working hours, mutual understanding of employee needs and the company's interests in the future must be considered. When employees celebrate religious holidays, the management of PT. Victoria Nusa Bahari can make a visit (greeting) to their homes. This is done to improve the relationship between employees and company leaders.

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