

## The Influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) of Employee of Minhajul Haq Islamic Boarding School Purwakarta

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### ABSTRACT

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#### **Keywords:**

Servant Leadership,  
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OCB.

Organizational citizenship behavior (OCB) is a work behavior that is highly expected to achieve goals in the organization. In its implementation in the workplace, organizational citizenship behavior can affect the atmosphere of a rigid organization or institution into a pleasant and comfortable atmosphere among fellow employees with a strong teamwork atmosphere. This study aims to determine the effect of servant leadership and organizational commitment on OCB. The research method used in this research is descriptive and verification with a quantitative approach. The subjects studied were employees of the Minhajul Haq Islamic Boarding School with a total sample of 78 people using a stratified random sampling technique. The results showed that partially servant leadership had no significant effect on organizational citizenship behavior. However, simultaneously servant leadership and organizational commitment have a significant influence on the organizational citizenship behavior (OCB) of Minhajul Haq Islamic boarding school employees. Organizational commitment has a more dominant influence which is the accumulation of the influencing variables (51.9%).

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### A. Introduction

Organizational citizenship behavior, or OCB, is simply the work that employees do or contribute outside of their job description or primary position. According to Aldag and Reschke (Verawati, 2022) in the process, the contributions of workers "beyond" the formal job description includes a variety of behaviors related to other employees. OCB involves a variety of actions, such as assisting others, voluntarily taking on additional responsibilities, and adhering to workplace rules and procedures.

OCB behavior plays a significant role and contributes positively to organizations. According to Podsakoff, et al. OCB has an impact on the organization in the form of increasing coworkers' productivity, saving management resources and

the organization as a whole, assisting in the maintenance of group functioning, becoming very effective in coordinating work group activities, improving the organization's capacity to attract and retain the best employees, increasing organizational stability, and increasing the organization's capacity to adapt to environmental changes, particularly in the education environment (Kusumajati, 2014).

This study was carried out at the Minhajul Haq Islamic Boarding School in Purwakarta, which serves as an Islamic-based educational establishment to teach students, or santri, Arabic and religious knowledge. This Islamic Boarding School is a brand-new educational establishment that began offering educational programs in 2018. Employees must exhibit behaviors that demonstrate good citizenship attitudes within an organization in addition to the significance of implementing Islamic boarding school values. Altruism (helping), conscientiousness (caution and sincerity), sportsmanship (tolerance), civic virtue (an attitude of organizational responsibility), and courtesy (maintaining good relations) are all behavioral indicators of this attitude (Sedarmayanti & Kuswanto, 2013).

By and by there is a hole in the representative way of behaving that isn't as per the way of behaving of good hierarchical residents in doing their work. The conscientiousness with which employees do not demonstrate their sincerity in increasing work time discipline demonstrates the behavior of employees who do not exhibit OCB. There are as yet numerous representatives who come to work not on time and, surprisingly, return home a few times sooner than the foreordained working hours and in any event, when the extended vacation is drawing nearer, numerous representatives return home right on time before the occasion and show up later than expected for work when the extended vacation is finished.

Another employee behavior that goes against OCB is courtesy, which shows that employees should be able to maintain good relationships with coworkers and even superiors to avoid personal or personal issues. The high level of employee turnover that occurs after each academic year is the result of disagreements in employee work relationships, whether between coworkers or superiors.

Then, when viewed from the perspective of the OCB indicator, sportsmanship, employees are still unable to tolerate and accept the Foundation's or Islamic boarding school's policies. This case happened in 2020 where during the Coronavirus pandemic there was as yet a high spike that brought about understudies completing the web-based growing experience (on the web) with the goal that it affected reducing training expenses by half. Because the pesantren's financial income is impacted by this cut as well, it decided to implement a policy of cutting employee salaries by 20%. Numerous employees voiced their dissatisfaction with the reduction in pay at the time.

OCB conduct of a representative in an association can be impacted by a few elements. Employee OCB behavior can be influenced by several factors, including organizational culture, motivation, commitment, leadership style, trust in leaders, job satisfaction, employee morale, and personality, according to research findings (Rahmawati & Prasetya, 2017) and (Atikah, 2020).

## **B. Theories**

### **1. Servant Leadership**

The heart's desire to serve, specifically to be the first to serve, is at the heart of servant leadership, which begins with sincere feelings. Greenleaf (1977) says that the fundamental idea of service leadership is to first serve the interests of all stakeholders (Martian, 2021). The idea goes something like this: a service leader uses his or her actions and skills to make others happy with his or her leadership, which motivates them to do more of their jobs. According to Van Dierendonck & Patterson (2018) in (Amruloh et al., 2021) the leadership style known as service leadership or servant leadership benefits the organization by awakening, attracting, and developing employees. It also benefits employees or followers by involving them as a whole, including their hearts, soul, and mind.

A new leadership style known as "servant leadership" exudes enthusiasm for a service-oriented mindset. Employees are brought into a sense of unity so that they can share information when making decisions within an organization (Ferdinandito

& Haryani, 2021). Service delivery is coordinated with employees. According to (Sapengga, 2016), the Servant Leadership Assessment Instrument (SLAI) is a model of servant leadership that includes the following components:

1. Love

Leadership that cares deeply for others. Doing the right thing at the right time for the best reasons and choices is a sign of love.

2. Empowerment

The emphasis, specifically on delegating authority to others and heeding followers' suggestions.

3. Vision

The organization's future direction is determined by a leader. Vision will motivate action and contribute to shaping the future.

4. Humility

Show respect for employees and acknowledge their contributions to the team to maintain humility.

5. Trust

Servant leaders are people who are chosen for their advantages, which earn their trust.

## **2. Organizational Commitment**

Luthan (2005) "Organizational commitment are most often as a strong desire to remain a member of a particular organization, a willingness to exert a high level of effort on behalf of the organization, and a definite belief in and acceptance of, the values and goals of the organization", he writes in the book Organization Behavior. This indicates that a member has demonstrated a strong commitment to the organization, a strong desire to serve the organization well, and acceptance of trust in achieving organizational goals (Sudaryo et al., 2018).

Meyer and Allen, organizational commitment is the term used to describe an employee's loyalty to an organization through an ongoing process in which the organization must participate. Contribution to the achievement of the organization's objectives is part of employee commitment to the organization. Employees'

characteristics and brand-new workplace experiences influence their level of the initial commitment. Organizational commitment is influenced by employee work experience (Sudaryo et al., 2018).

(Sudaryo et al., 2018) explain that an employee's and their employer's level of organizational commitment can be broken down into three categories:

1. Affective commitment

That is how employees feel emotionally and how they feel about their involvement in the company. Affective commitment arises from working conditions and expectations that match reality.

2. Commitment Continuance

Commitment among employees based on the estimated costs of leaving the company. This may occur due to benefits and promotions or the inability to find another job. When there is no other option at work, employees who are committed to continuity receive greater benefits.

3. Normative commitment

Because of their consideration for the company, this employee commitment is based on a sense of obligation to remain there.

### **3. Organizational Citizenship Behaviour (OCB)**

The term "Organizational Citizenship Behavior" (OCB) is well-known to academics because it was first used by Dennis W. Organ (1988) to describe the extraordinary behavior of organizational members outside of their duties and functions (Sedarmayanti & Kuswanto, 2013) within the company. This suggests that OCB is an individual way of behaving that is optional (having the opportunity to go with their own choices in different circumstances), not straightforwardly or unequivocally perceived by the proper prize framework or outside the singular's fundamental errand in the association, and this way of behaving overall empowers authoritative working actually (Podsakoff, MacKenzi, and Podsakoff, 2018) (Rose, 2016) in (Amruloh et al., 2021).

Organizational citizenship behavior, or OCB, is a work behavior that goes above and beyond what a worker needs to survive. Organ, Mac Kenzie, and

Podsakoff (2006) in (McCallaghan et al., 2020), organizational citizenship behavior (OCB) is the freedom of individual behavior that is recognized by the reward system either implicitly or explicitly and enhances the efficiency and effectiveness of organizational functions. In addition, OCB is a behavior and attitude that is beneficial to the organization but cannot be developed through formal role obligations, contracts, or compensation. According to (Aswin & Rahyuda, 2017) examples include helping coworkers reduce their workload, not getting enough sleep, carrying out unasked-for tasks, and assisting others in resolving issues.

According to Organ et al. (1980) (Sedarmayanti & Kuswanto, 2013), (McCallaghan et al., 2020) the dimensions of OCB behavior (Idris et al., 2021), (Kloutsiniotis & Mihail, 2020) include the following:

1. Altruism

Assisting without being obligated to do so is referred to as this dimension.

2. Conscientiousness

This dimension extends far beyond what is required.

3. Sportsmanship

Acceptance of less-than-ideal working conditions within the organization without protest.

4. Courtesy

To avoid interpersonal conflicts, maintain good working relationships with coworkers. Somebody who has this aspect is an individual who regards and focuses on others.

5. Civic Virtue

This is an obligation in hierarchical life. This dimension refers to the responsibility that an individual is given by the organization to improve the quality of their current position.

## **C. Research Methods**

### **1. Population and Sample**

This study's population consisted of all 297 employees of the Minhajul Haq Purwakarta Islamic boarding school. In this study, stratified simple random sampling was used to divide the population into three groups: employees, caregivers, and those in education. There were 78 people in the study's samples.

Table 1 Sample Size

Strata	Jumlah (N)	Jumlah Sample (n)
<b>Pendidikan (N1)</b>	104	27
<b>Pengasuhan (N2)</b>	83	22
<b>Karyawan (N3)</b>	110	29
<b>Jumlah (N)</b>	297	78

*Source: Data processed by researchers (2022)*

### **2. Research Method**

This study used a quantitative approach with descriptive and verification methods. To collect data, this study uses a questionnaire or questionnaire technique that is distributed to respondents via Google Forms. This questionnaire is compiled in the form of a statement based on the dimensions and indicators of each research variable.

### **3. Data Analysis Technic**

The statistical analysis carried out in this study is multiple linear regression analysis. The hypothesis that has been formed is tested by partial test (t test) and simultaneous test (F test) through this regression analysis. Research data through this questionnaire were analyzed through four data tests, namely the reliability test, normality test, and linearity test.

## D. Research and Discussion Results

### 1. Research Results

The following is the result of statistical testing on servant leadership, organizational commitment, and organizational citizenship behavior variables:

Table 2 Validity Test Result

No	Variable	Item	Correlation	Result
1	SL (X <sub>1</sub> )	X <sub>1.1</sub>	0,874	Valid
		X <sub>1.2</sub>	0,826	Valid
		X <sub>1.3</sub>	0,715	Valid
		X <sub>1.4</sub>	0,771	Valid
		X <sub>1.5</sub>	0,889	Valid
2	OC (X <sub>2</sub> )	X <sub>2.1</sub>	0,574	Valid
		X <sub>2.2</sub>	0,674	Valid
		X <sub>2.3</sub>	0,743	Valid
		X <sub>2.4</sub>	0,720	Valid
		X <sub>2.5</sub>	0,753	Valid
		X <sub>2.6</sub>	0,683	Valid
3	OCB (Y)	Y <sub>1</sub>	0,800	Valid
		Y <sub>2</sub>	0,760	Valid
		Y <sub>3</sub>	0,854	Valid
		Y <sub>4</sub>	0,731	Valid
		Y <sub>5</sub>	0,840	Valid

Source: Data processed by researchers (2022)

Based on table 2 above, it is known that all correlation values of all indicators of servant leadership, organizational commitment, and OCB variables are greater than the value of the r table (correlation > **0.227**). Therefore, all statement items for the research instrument variables are declared valid.

Table 3 Reliability Test Result

No	Variable	Cronbach's Alpha	Result
1	SL (X <sub>1</sub> )	0,876	Reliable
2	OC (X <sub>2</sub> )	0,774	Reliable
3	OCB (Y)	0,847	Reliable

Source: Data processed by researchers (2022)

Based on table 3, it is known that the Cronbach's Alpha is greater than the standard probability value (0.7), so the data on sl, organizational commitment, and OCB variables are reliable.



Table 4 t Test Result

Coefficients						
Model		Unstandardized Coefficients		SC	t	Sig.
		B	Std. Error	Beta		
1	$\alpha$	6.423	1.606		4.000	.000
	SL	.079	.063	.109	1.250	.215
	OC	.551	.072	.669	7.643	.000

Source: Data processed by researchers (2022)

$$Y = 6,423 + 0,079X_1 + 0,551X_2 + \varepsilon$$

Based on the results of the t-test the constant value is 6.423. The value of this constant can be interpreted, namely, when the variable organization citizenship behavior is not influenced by the variable servant leadership and organizational commitment, the position of the value of organizational citizenship behavior is 6.423.

The coefficient of servant leadership is positive which indicates that there is a unidirectional relationship between these variables and organization citizenship behavior with a value of 0.079 so if there is an increase of 1 level in servant leadership of the employee's OCB increases by 0.079%.

The coefficient of organizational commitment is positive which indicates that there is a unidirectional relationship between these variables and organizational citizenship behavior with a value of 0.551 so that if there is an increase of 1 level in organizational commitment, the OCB of employees increases by 0.551%.

Table 5 F Test Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	R	382.761	2	191.381	40.515	.000 <sup>b</sup>
	Res	354.277	75	4.724		
	Tot	737.038	77			

Source: Data processed by researchers (2022)

Based on table 5 simultaneously servant leadership and organizational commitment variables have a calculated F value that is greater than the F table value ( $40.515 > 3.119$ ), and the arithmetic significance value is smaller than standard significance ( $0.000 < 0.05$ ) then simultaneously servant leadership and organizational commitment have a significant effect on OCB.

Table 6 Correlation

Correlations				
		SL	KO	OCB
SL	PC	1	.405**	.381**
	Sig. (2-tailed)		.000	.001
	N	78	78	78
OC	PC	.405**	1	.714**
	Sig. (2-tailed)	.000		.000
	N	78	78	78
OC B	PC	.381**	.714**	1
	Sig. (2-tailed)	.001	.000	
	N	78	78	78

Source: Data processed by researchers (2022)

Based on table 6 above, the r-value of Pearson's servant leadership towards OCB is 0.381, meaning that the correlation level is weak. The coefficient of determination (*Kd*) of the influence of servant leadership on OCB is calculated as follows:

$$Kd = r_s^2 \times 100\%$$

$$Kd = 0,381^2 \times 100\%$$

$$Kd = 0,145 \times 100\%$$

$$Kd = 14,5\%$$

Then the percentage of servant leadership on OCB is 14.5%.

r value Pearson of organizational commitment to OCB is 0.714, meaning that the correlation level is strong. The coefficient of determination (*Kd*) of the effect of organizational commitment on OCB is calculated as follows:

$$Kd = r_s^2 \times 100\%$$

$$Kd = 0,714^2 \times 100\%$$

$$Kd = 0,509 \times 100\%$$

$$Kd = 50,9\%$$

The percentage of the effect of organizational commitment on OCB is 50.9%.

Table 7 Coefficient of Determination

Model Summary				
Model	R	R <sup>2</sup>	Adjusted R Square	Std. The error in the Estimate
1	.721 <sup>a</sup>	.519	.507	2.17341

Source: Data processed by researchers (2022)

Based on table 7, it is known that the percentage of the influence of servant leadership and commitment to OCB is 51.9% and the remaining 48.1% is influenced by other variables not examined in this case.

## **2. Analysis and Discussion**

### **The influence of servant leadership on OCB**

Based on the results of the partial significance test, the t value of servant leadership has a value of 1.250. When compared with the t table value obtained from  $\alpha = 5\% = 0.05$  with degrees of freedom (df)  $n_k$  or  $78-3 = 75$ , the t table is 1.665. Then t count is smaller than the t table ( $1.250 < 1.665$ ) then it can be seen that the arithmetic significance value is greater than the standard significance value of 0.05 or  $0.215 > 0.05$  then  $H_0$  is rejected and  $H_a$  is the accepted variable servant leadership has no significant effect on the organizational citizenship behavior of the Minhajul Haq Purwakarta Islamic boarding school employees.

In general, the servant leadership style provided by each leader or leader at the structural or functional level is not directly related to changes in the OCB behavior of the Minhajul Haq Islamic Boarding School employees. This means that the higher the servant leadership given by each leader will not have a significant impact on the work behavior of an employee directly. In this case, other factors cause a teacher or employee to be aware of working more outside of their duties and responsibilities in solving a work problem.

Compared with previous research, namely (Sandra & Suwandana, 2018), the results of this study are not in line and are the same where in the Minhajul Haq Islamic boarding school service leadership applied to employees does not have a significant effect on increasing organizational citizenship behavior. In addition, the results of this study are also not in line with the results of the research of (Sedarmayanti & Kuswanto, 2013) where servant leadership should have a significant influence on OCB but not on Minhajul Haq pesantren.

Even (Mufassir et al., 2019) stated that servant leadership can be referenced as one of the right models to be applied in improving the quality of madrasa education today, because this leadership model is by the philosophy of education in

Indonesia, especially in the current context. not by the concept at the Minhajul Haq Islamic Boarding School.

### **The influence of organizational commitment on OCB**

The results of the analysis obtained that the t value for organizational commitment is 7.643. When compared from the t table value obtained from  $\alpha = 5\% = 0.05$  with degrees of freedom (df)  $n_k$  or  $78-3 = 75$ , the t table is 1.665. Then t count is much greater than the t table ( $1.665 > 7.643$ ). It is also seen that the calculated significance value is smaller than the standard significance value of 0.05 (5%) ( $0.000 < 0.05$ ). It can also be concluded that the organizational commitment variable has a significant influence on the organizational citizenship behavior of the employees of the Minhajul Haq Islamic Boarding School in Purwakarta.

In other words, the organizational commitment built by the pesantren and individual employees is closely related and has an impact on how a teacher and employee work. A teacher who has a high commitment to educating and educating students will work as hard as possible above the average because for him high dedication will be able to produce a smart generation of the nation. The teacher will not only complete administrative obligations but also be motivated by the sincerity in achieving the vision and mission of the pesantren. As with employees (non-educational), they will work as much as possible if the commitment that has been built has strengthened them with the institution. He will work extra outside job-desc for the benefit of the pesantren.

In line with research conducted by (Mundiri, 2015) dan (Fitranti, et al 2021) that organizational commitment which is divided into 3 dimensions, namely affective, continuity, and normative has a significant influence on increasing organizational citizenship behavior of Minhajul Haq Islamic Boarding School employees. The highest commitment to the Minhajul Haq Islamic boarding school employees is affective and normative commitment. And the lowest is on the normative dimension.

### **The influence of servant leadership and organizational commitment on OCB**

Based on the test results simultaneously the servant leadership and organizational commitment variables have a calculated F value that is greater than the F table value ( $40,515 > 3,119$ ), and the arithmetic significance value is smaller than the standard significance ( $0.000 < 0.05$ ) which can be interpreted simultaneously that there is a significant influence between servant leadership and organizational commitment to the organizational citizenship behavior of the Minhajul Haq Purwakarta Islamic boarding school employees. In the beginning, servant leadership did not have a significant effect on the organizational citizenship behavior of the Minhajul Haq Purwakarta Islamic boarding school employees if its function was partial.

However, when combined with organizational commitment, the effect is very significant on OCB. This means that the collaboration of leadership styles brought by each leader to employees and encouraged by strengthening commitment between pesantren and employees both from the affective, continuity, and normative aspects will have a strong influence on increasing organizational citizenship behavior of Minhajul Haq Islamic boarding school employees.

In line with research conducted by (Khian & Bernarto, 2021) and (Sedarmayanti & Kuswanto, 2013) that servant leadership and organizational commitment have a significant influence on organizational citizenship behavior. With the commitment of members to the organization, organizational citizenship behavior can be reflected and become a support for the organization or boarding school in achieving its goals coupled with the support of serving leadership. This is also in line with the results of previous research that organizational members who have the willingness to do their best for the organization have a high level of citizenship behavior in organizational.

## **E. Conclusion**

Based on the results of research conducted at the Minhajul Haq Islamic Boarding School Purwakarta, it can be concluded as follows:

1. Partially, servant leadership has no significant effect on the organizational citizenship behavior of the Minhajul Haq Purwakarta Islamic boarding school employees. The leadership style brought by each leader, both structural and functional levels, is relatively unrelated to changes in the OCB behavior of employees where they work or carry out their duties and responsibilities voluntarily.
2. Partially, organizational commitment has a significant influence on the organizational citizenship behavior of the employees of the Minhajul Haq Islamic Boarding School in Purwakarta. Organizational commitment built by individual employees with Islamic boarding schools greatly influences how individual employees work. Employees who have a high commitment tend to be able to carry out their duties well and even do tasks outside their main responsibilities.
3. Simultaneously, servant leadership and commitment have a significant influence on the organizational citizenship behavior of the Minhajul Haq Purwakarta Islamic boarding school employees. High commitment and supported by a management style that serves employees can foster employee behaviors that lead to OCB in carrying out their duties and responsibilities.

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