

## Organizational Commitment Mediate: Servant Leadership and Organizational Justice on Organizational Citizenship Behaviour

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**ABSTRACT:** The purpose of this study was to analyse the effect of Servant Leadership and Organizational Justice on Organizational Citizenship Behavior Mediated by Organizational Commitment in Desa Pramana Swan Villa employees. The population in this study were all 70 employees of Desa Pramana Swan Villa. The sample of this study amounted to 70 respondents. The method of determining the sample using saturated samples. This research uses descriptive analysis techniques. Data were analysed with SEM (Structural Equation Modelling) with the Partial Least Square (PLS) approach. The results showed that Servant Leadership and Organizational Justice had a positive and significant effect on Organizational Citizenship Behaviour. Servant Leadership and Organizational Justice have a positive and significant effect on Organizational Commitment. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behaviour. Organizational Commitment partially mediates the effect of Servant Leadership and Organizational Justice on Organizational Citizenship Behavior. The findings in this study provide implications that to increase employee Organizational Citizenship Behaviour, companies need to pay attention to or create a conducive work atmosphere supported by the psychological and social environment of an employee. Companies are also expected to increase Organizational Commitment by paying attention to employee loyalty values to foster a sense of pride and maintain their membership in the company.

**KEYWORDS:** *Servant Leadership, Organizational Justice, Organizational Commitment, Organizational Citizenship Behaviour*

### I. INTRODUCTION

Haider et al. (2015) revealed that one of the factors to stimulate employees in implementing organizational citizenship behaviour is servant leadership. The main concept of servant leadership is to prioritise the welfare of the employees being led. Servant leadership provides flexibility for leaders and employees to carry out activities that benefit each other within the organization and the wider community, servant leadership is a selfless leadership style, followed by a humble attitude, which believes that by being a leader, it is a responsibility to serve employees who work for them according to Heider et al. (2015). Leaders with the concept of servant leadership will put the needs of employees first and consciously serve employees, beyond meeting the needs of customers and other stakeholders of the organization (Ja'afaru, 2014). Baytok& Ergen (2013) in their research proved that the concept of servant leadership has a positive effect on the application of organizational citizenship behaviour.

Gucel (2012) also states that servant leadership has a positive effect on organizational citizenship behaviour. Susilawati&Supartha (2020) found in their research that servant leadership has a positive effect on organizational citizenship behaviour. Harwiki (2016) also proved in his research that servant leadership has a positive effect on organizational citizenship behaviour. Ezerman&Sintaasih (2018) prove in their research that servant leadership is proven to have a positive and significant effect on employee organizational citizenship behaviour.

Another factor that affects OCB is Organizational Justice. Employees' perceptions of organizational justice affect their attitudes and behaviour, (Ponnu & Chuah, 2010). The results of research conducted by Bidarian& Jafari (2012) say that organizational justice has a positive and significant effect on organizational citizenship behaviour. Justice provided and empowering justice for employees will encourage employees to do their work voluntarily which exceeds task standards (Khawaja, 2019). These results are supported by research from K & Ranjit (2022) which found that organizational justice has a positive and significant relationship and is able to effect high employee OCB levels. Employees who feel about payment, managers, and colleagues can effect their decision to serve sincerely or not fight for the organization (Suliman & Al Kathairi, 2012).

Bobbio et al. (2012) states that there is a positive and significant effect between servant leadership on organizational commitment. Organizational commitment is a strong attitude to be in an organization that shows one's loyalty (Damri&Haryetti 2017). Organizational commitment is also said to be a strong willingness to become a member of the organization, a willingness to work hard as desired by the organization, and a belief in the acceptance of the values and goals of the organization (Luthans, 2006). Employees who have a commitment to work always dedicate all their efforts in carrying out tasks to achieve optimal work results. The presence of servant leadership is necessary to make followers feel an emotional bond to the organization. Leadership in an organization is a factor that determines the success or failure of an organization (Setiawan, 2019). Servant leadership is a type or model of leadership developed to overcome the leadership crisis in the form of declining follower confidence in the leader's example (Lamprinou et al., 2021).

According to Lapointe & Vandenberghe (2018) there is a positive effect between servant leadership on organizational commitment. If the interests of employees have been fulfilled from their leaders through the services provided, and the leaders succeed in providing exemplary examples to their employees, then organizational commitment begins to be embedded in employees. Dumatubun (2018) states that one of the main values of servant leadership is equality and justice which encourages and supports fair treatment of everyone, this value can effect the perception of employees to increase their organizational commitment.

According to Zeki et al. (2019) organizational justice has a positive and significant effect on organizational commitment. Employees' perceptions of justice affect their attitudes and behaviour because employees want to get the results they deserve (Ponnu & Chuah 2010). Employees who do not get the results they deserve will stay away from the organization and everything about the organization. In this context, fairness in the organization is important for employees to feel part of the organization. Fairness is a determinant of the desire to remain in the organization, willingness to work for the benefit of the organization and embracing organizational goals which are factors that characterise organizational commitment according to Porter et al. (1974).

Research conducted by Ferdus & Kabir (2018) found that organizational commitment has a positive impact on OCB. According to Purwanto et al. (2021), organizational commitment is a term used to describe an employee's readiness to accept organizational goals and face work. Purwanto et al. (2021), said that the factors that encourage employee OCB behaviour are effect by several motives, namely commitment to the organization where there is a desire to participate well in the organization and be proud to be part of the organization. Achmadi's research (2020); Basri et al. (2020) state that organizational commitment refers to organizational principles, organizational standards, accepting and realising organizational goals, organizational ethics and organizational values to remain in the organization in all situations and employees' readiness to work hard. Employees who have a high commitment to the organization will act to advance the company because they believe and trust the company (Luthan, 2012).

Organizational commitment is a psychological construct that characterises the relationship between organizational members and their organization and has implications for individual decisions to continue their membership in the organization (Mathis & Jackson, 2011). Commitment is a combination of beliefs and motivational beliefs and an employee's enthusiasm and development of the employee for the task at hand (Luthans, 2006). Commitment to develop also measures affective commitment and normative commitment (Meyer & Allen, 1991).

Asibur& Karim (2022) in their research stated that organizational commitment can mediate the relationship between servant leadership and OCB. Research by Awee et al. (2014); Ramli & Desa (2014) revealed that servant leadership has a positive effect on organizational commitment. Servant leadership has the responsibility to serve the interests of followers so that they become more prosperous, on the other hand, followers are fully committed to working to achieve organizational goals and the success of the leader (Mira & Margaretha, 2017). Research conducted by Donglong et al. (2020) found that there is a positive and significant relationship between organizational justice and OCB which is mediated by organizational commitment. Employees who consider the decision-making process unfair will cause a sense of lack of commitment to the organization, and reduce their involvement in OCB (Kogan, 2004).

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Research conducted by Elche et al. (2020) states that there is a positive effect between Servant leadership on employee OCB which is fully mediated by employee empathy at the individual level and service climate at the group level. This research is in line with that conducted by Ghalavi&Nastiezaie (2020) which states that there is a positive and significant relationship between servant leadership and organizational citizenship behaviour. According to Harisur (2021) servant leadership is a factor that can effect employee organizational citizenship behavior, this is evidenced by his research which found that servant leadership has a positive effect on organizational citizenship behavior.

Amir & Santoso (2019) stated that servant leadership has a positive effect on organizational citizenship behavior in their research on 238 respondents spread across the islands of Java, Sulawesi, Kalimantan, Papua.

Gnakob(2022) also shows that servant leadership has a positive and significant relationship with organizational citizenship behaviour.

**H1: Servant leadership has a positive and significant effect on organizational citizenship behaviour.**

Research by Fatimah et al. (2011) found that if organizational citizenship behaviour is high or positive, the relationship between organizational justice and job satisfaction will also be positive and significant. The results of Bidarian& Jafari's research (2012) say that organizational justice has a positive and significant effect on organizational citizenship behaviour.

Justice provided and empowering justice for employees will encourage employees to do their work voluntarily which exceeds task standards (Khawaja, 2019). These results are supported by research from K & Ranjit (2022) which found that organizational justice has a positive and significant relationship and can effect high employee OCB levels. Sujono et al. (2020) found that organizational justice has a positive and significant effect on organizational citizenship behaviour.

**H2: Organizational justice has a positive and significant effect on organizational citizenship behaviour.**

Research conducted by Bobbio et al. (2012) states that there is a positive and significant effect between servant leadership on organizational commitment. According to Lapointe & Vandenberghe (2018) there is a positive effect between servant leadership on organizational commitment. Newman et al. (2017) in their research also revealed that there is a positive effect between servant leadership on organizational commitment. In contrast, Drury (2004) found that there is an inverse effect of servant leadership on organizational commitment. Miao et al. (2014) revealed that affective and normative commitment are positively effect by servant leadership, but servant leadership has no effect on continuous commitment. Awee et al. (2014); Ramli & Desa (2014) in their research revealed that servant leadership has a positive effect on organizational commitment. Although there is some controversy in different findings, many studies show the positive effect of servant leadership on organizational commitment. From the above discussion, there is a direct effect of servant leadership on organizational commitment.

**H3 : Servant Leadership has a positive and significant effect on Organizational Commitment.**

According to Zeki et al. (2019) organizational justice has a positive and significant effect on organizational commitment. Employees' perceptions of justice affect their attitudes and behaviour because employees want to get the results they deserve (Ponnu & Chuah 2010). Employees who do not get the results they deserve will stay away from the organization and everything about the organization. In this context, fairness in the organization is important for employees to feel part of the organization. When employees believe that they are equal to other employees in the organization and that senior management treats everyone in the organization equally, they may see themselves as part of the organization. Furthermore, how employees feel about pay, managers, and peers effects their decision to serve sincerely or not to fight for the organization (Suliman & Al Kathairi 2012).

Fairness is a determinant of the desire to remain in the organization, willingness to work for the benefit of the organization and embrace organizational goals which are factors that characterize organizational commitment according to Porter et al. (1974). T

**H4: Organizational justice has a positive and significant effect on Organizational Commitment.**

Purwanto et al. (2021) revealed that organizational commitment has a significant positive impact on OCB. Research conducted by Arumi et al. (2019) shows that organizational commitment has a positive and significant effect on OCB, this is because commitment is important for the organization, when commitment is formed in the organization, commitment will also spread to all people in the organization.

A study conducted by Grego (2019) states that organizational commitment has a positive impact on the manifestation of OCB. Nurjanah et al. (2020) in their research at the Ministry of Education and Culture stated that organizational commitment has a positive and significant effect on OCB. Research conducted by Buijs et al. (2019) also found similar results.

**H5: Organizational commitment has a positive and significant effect on organizational citizenship behaviour.**

Walumbwa et al. (2010) showed that employee commitment to the supervisor mediates the relationship between servant leadership and OCB. Servant leadership can positively effect organizational commitment and OCB, and organizational commitment is one of the antecedents of OCB (Lawrence et al., 2012), so servant leadership can be perceived that organizational commitment can mediate the relationship between servant leadership and OCB. Asibur& Karim (2022) mentioned in their research that organizational commitment can mediate the relationship between servant leadership and OCB.

**H6: Organizational commitment mediates the effect of servant leadership on organizational citizenship behaviour.**

Research conducted by Donglong et al. (2020) at universities in China found that there is a positive and significant relationship between organizational justice and OCB which is mediated by organizational commitment. Employees who consider the decision-making process unfair will cause a sense of lack of commitment to the organization, and reduce their involvement in OCB (Kogan, 2004). Batool (2013) conducted a study to examine the mediating role of organizational commitment between organizational justice and OCB in

the banking sector of Pakistan. The results reported a significant relationship between organizational commitment and OCB while a significant relationship was reported between organizational justice and OCB. Khan & Rahman's (2015) study, in their research on private universities in Malaysia, reported the mediating role of organizational commitment between organizational justice and OCB. In a recent study, Mahmoudi et al. (2017) and their colleagues conducted a study among nurses of Imam Khomeini hospital in Urmia. The results reported that organizational commitment positively and significantly mediates the relationship between organizational justice and OCB.

**H7: Organizational commitment mediates the effect of organizational justice on organizational citizenship behaviour.**

### III. METHODS

This research was conducted in Desa Pramana Swan Villa, Bali, Indonesia. The variables used in this study are servant leadership and organizational justice as independent variables, organizational citizenship behavior as the dependent variable and organizational commitment as the mediating variable. The data in this study will be carried out with a closed questionnaire in the form of statements given to respondents to be filled in with the actual situation.

The population of this study were all employees of Desa Pramana Swan Villa, totaling 70 people. The population used in this study was carried out at a level below the resort manager, because in that position he did not have a boss and in the resort, manager position he could not assess himself in the behavior of servant leadership, organizational justice, OCB, and organisational commitment. The sample used in this study was 70 employees. The method of determining the sample in this study using saturated sampling. Data analysis techniques in this study used two analytical techniques, namely descriptive statistical analysis and inferential statistical analysis using Structural Equation Modeling (SEM).

### IV. RESULT AND DISCUSSION

Evaluation of the Outer Measurement Model

Convergent Validity

The results of the convergent validity test from the indicators of organizational citizenship behavior, organizational commitment, servant leadership and organizational justice can be seen in Table 1 below.

**able 1. Outer Loading**

Variable	Indicators		Outer Loading	Result
Servant Leadership (X <sub>1</sub> )	Emotional healing (X <sub>1.1</sub> )	X1.1.1	0,884	Valid
		X1.1.2	0,892	Valid
	Creating value for the community (X <sub>1.2</sub> )	X1.2.1	0,929	Valid
		X1.2.2	0,940	Valid
	Conceptual skill (X <sub>1.3</sub> )	X1.3.1	0,951	Valid
		X1.3.2	0,953	Valid
	Empowering (X <sub>1.4</sub> )	X1.4.1	0,932	Valid
		X1.4.2	0,911	Valid
	Helping subordinates grow and succeed (X <sub>1.5</sub> )	X1.5.1	0,940	Valid
		X1.5.2	0,941	Valid
	Putting subordinates first (X <sub>1.6</sub> )	X1.6.1	0,956	Valid
		X1.6.2	0,959	Valid
	Behaving ethically (X <sub>1.7</sub> )	X1.7.1	0,909	Valid
		X1.7.2	0,865	Valid
Organizational justice (X <sub>2</sub> )	Distributive Justice (X2.1)	X2.1.1	0,857	Valid
		X2.1.2	0,915	Valid
		X2.1.3	0,905	Valid
		X2.1.4	0,831	Valid
	Procedural Justice (X2.2)	X2.2.1	0,795	Valid
		X2.2.2	0,870	Valid
		X2.2.3	0,796	Valid
		X2.2.4	0,788	Valid
		X2.2.5	0,895	Valid
		X2.2.6	0,885	Valid
	Interactional Justice (X2.3)	X2.3.1	0,788	Valid
		X2.3.2	0,882	Valid
		X2.3.3	0,903	Valid
	Informational Justice (X2.4)	X2.4.1	0,940	Valid

Variable	Indicators	Outer Loading	Result	
Organizational Commitment (Z)		X2.4.2	0,922	Valid
		X2.4.3	0,936	Valid
		X2.4.4	0,915	Valid
	Affective Commitment (Z <sub>1</sub> )	Z1.1	0,816	Valid
		Z1.2	0,915	Valid
		Z1.3	0,830	Valid
	Continuance Commitment (Z <sub>2</sub> )	Z2.1	0,740	Valid
		Z2.2	0,854	Valid
		Z2.3	0,890	Valid
	Normative Commitment (Z <sub>3</sub> )	Z3.1	0,846	Valid
		Z3.2	0,847	Valid
		Z3.3	0,896	Valid
Z3.4		0,861	Valid	
Organizational citizenship behavior (Y)	Altruism (Y <sub>1</sub> )	Y1.1	0,781	Valid
		Y1.2	0,819	Valid
		Y1.3	0,913	Valid
	Conscientiousness (Y <sub>2</sub> )	Y2.1	0,897	Valid
		Y2.2	0,889	Valid
	Sportsmanship (Y <sub>3</sub> )	Y3.1	0,950	Valid
		Y3.2	0,945	Valid
	Courtesy (Y <sub>4</sub> )	Y4.1	0,916	Valid
		Y4.2	0,902	Valid
	Civil Virtue (Y <sub>5</sub> )	Y5.1	0,916	Valid
		Y5.2	0,903	Valid

Based on Table 1, it shows that all indicators of the dimensions of the organizational citizenship behavior, organizational commitment, servant leadership and organizational justice variables have an outer loading value of more than 0.70, so it can be concluded that all indicators have met the requirements of convergent validity.

*Discriminant Validity*

The cross-loading results of the four variables are presented in Table 2 below:

**Table 2 Discriminant Validity (Cross Loading)**

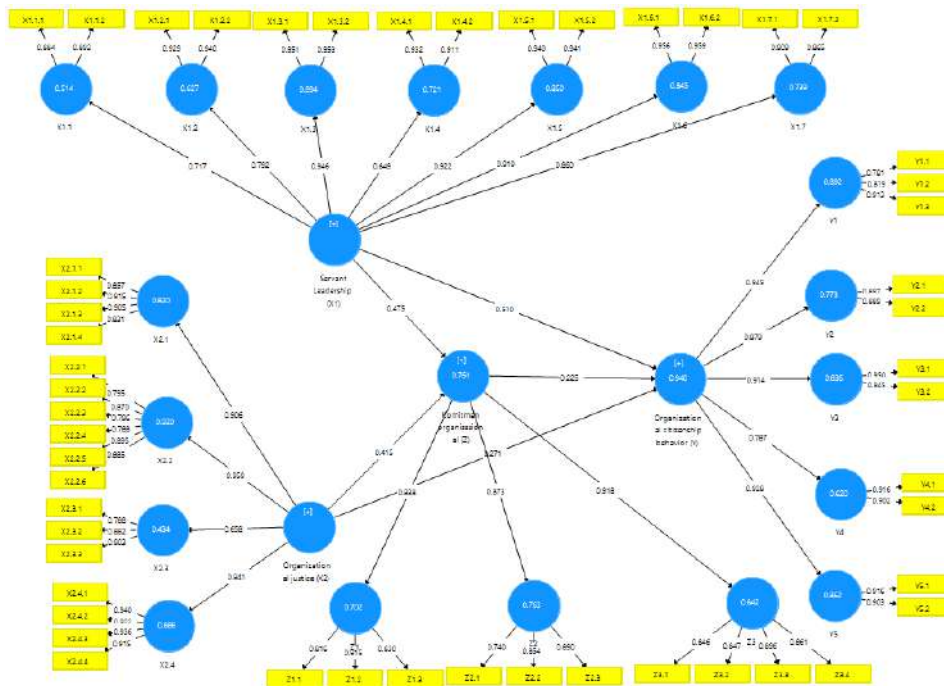
	Organizational citizenship behavior (Y)	Organizational Commitment (Z)	Organizational justice (X2)	Servant Leadership (X1)
X1.1.1	0,561	0,564	0,461	0,625
X1.1.2	0,553	0,545	0,537	0,648
X1.2.1	0,718	0,670	0,673	0,708
X1.2.2	0,814	0,781	0,793	0,770
X1.3.1	0,868	0,791	0,843	0,892
X1.3.2	0,863	0,764	0,853	0,908
X1.4.1	0,746	0,582	0,719	0,830
X1.4.2	0,707	0,582	0,667	0,730
X1.5.1	0,833	0,781	0,816	0,864
X1.5.2	0,813	0,724	0,808	0,870
X1.6.1	0,838	0,729	0,817	0,865
X1.6.2	0,848	0,775	0,859	0,894
X1.7.1	0,726	0,621	0,732	0,827
X1.7.2	0,703	0,644	0,645	0,688
X2.1.1	0,728	0,726	0,745	0,687
X2.1.2	0,791	0,747	0,818	0,784
X2.1.3	0,792	0,753	0,828	0,745
X2.1.4	0,766	0,722	0,785	0,742
X2.2.1	0,679	0,575	0,720	0,679
X2.2.2	0,830	0,796	0,878	0,809
X2.2.3	0,779	0,749	0,821	0,751
X2.2.4	0,621	0,466	0,697	0,623
X2.2.5	0,751	0,670	0,867	0,764

X2.2.6	0,744	0,626	0,823	0,704
X2.3.1	0,381	0,391	0,478	0,410
X2.3.2	0,485	0,453	0,625	0,456
X2.3.3	0,452	0,412	0,581	0,508
X2.4.1	0,854	0,754	0,896	0,878
X2.4.2	0,840	0,767	0,884	0,840
X2.4.3	0,863	0,794	0,878	0,893
X2.4.4	0,840	0,740	0,835	0,810
Y1.1	0,826	0,732	0,756	0,785
Y1.2	0,732	0,681	0,687	0,697
Y1.3	0,810	0,790	0,776	0,753
Y2.1	0,799	0,696	0,724	0,704
Y2.2	0,771	0,696	0,706	0,708
Y3.1	0,883	0,765	0,855	0,895
Y3.2	0,848	0,729	0,755	0,782
Y4.1	0,743	0,751	0,694	0,675
Y4.2	0,687	0,635	0,680	0,666
Y5.1	0,872	0,787	0,840	0,871
Y5.2	0,815	0,705	0,766	0,810
Z1.1	0,585	0,724	0,587	0,551
Z1.2	0,583	0,736	0,564	0,528
Z1.3	0,547	0,684	0,565	0,522
Z2.1	0,409	0,640	0,385	0,421
Z2.2	0,708	0,742	0,620	0,677
Z2.3	0,707	0,786	0,658	0,686
Z3.1	0,708	0,741	0,695	0,645
Z3.2	0,687	0,691	0,664	0,634
Z3.3	0,837	0,848	0,795	0,839
Z3.4	0,824	0,864	0,777	0,819

Primary Data, 2023

Based on Table 2 all discriminant validity values of the latent variable correlations in each variable are greater than 0.5 and have a higher value compared to other latent variables. So it can be concluded that all indicators have met the requirements of Discriminant validity. In Table 2 the correlation of the Servant Leadership construct (X1) has a higher indicator compared to the correlation with the indicators of Organizational justice (X2), Organizational citizenship behavior (Y) and Organizational commitment (Z). The correlation of the Organizational justice construct (X2) has a higher indicator than the correlation with the indicators of Servant Leadership (X1), Organizational Citizenship Behavior (Y) and Organizational Commitment (Z). The construct correlation of Organizational citizenship behavior (Y) has a higher indicator than the correlation of Servant Leadership (X1), Organizational justice (X2) and Organizational Commitment (Z) indicators.

The following Figure 5.1 Loading Factors diagram for each indicator: Construct correlation Organizational commitment (Z) has a higher indicator compared to the correlation with Servant Leadership indicators (X1), Organizational justice (X2) and Organizational citizenship behavior (Y).



Composite Reliability

Figure 1. PLS Algorithm Model

The reliability of a construct can be measured by looking at the value of composite reliability and Cronbach's alpha. The value of composite reliability and Cronbach's alpha is good if it has a value > 0.70. The following are the results of the instrument reliability research presented in Table 3 below.

Table 3. Composite Reliability

	Cronbach's Alpha	Composite Reliability	Result
<b>Servant Leadership (X1)</b>	<b>0,955</b>	<b>0,961</b>	Reliable
<b>X1.1</b>	<b>0,731</b>	<b>0,882</b>	Reliable
<b>X1.2</b>	<b>0,855</b>	<b>0,932</b>	Reliable
<b>X1.3</b>	<b>0,896</b>	<b>0,951</b>	Reliable
<b>X1.4</b>	<b>0,824</b>	<b>0,919</b>	Reliable
<b>X1.5</b>	<b>0,869</b>	<b>0,939</b>	Reliable
<b>X1.6</b>	<b>0,909</b>	<b>0,956</b>	Reliable
<b>X1.7</b>	<b>0,731</b>	<b>0,881</b>	Reliable
<b>Organizational justice (X2)</b>	<b>0,958</b>	<b>0,963</b>	Reliable
<b>X2.1</b>	<b>0,900</b>	<b>0,931</b>	Reliable
<b>X2.2</b>	<b>0,916</b>	<b>0,935</b>	Reliable
<b>X2.3</b>	<b>0,823</b>	<b>0,894</b>	Reliable
<b>X2.4</b>	<b>0,947</b>	<b>0,962</b>	Reliable
<b>Y (OCB)</b>	<b>0,938</b>	<b>0,948</b>	Reliable
<b>Y1</b>	<b>0,788</b>	<b>0,877</b>	Reliable
<b>Y2</b>	<b>0,747</b>	<b>0,888</b>	Reliable
<b>Y3</b>	<b>0,886</b>	<b>0,946</b>	Reliable
<b>Y4</b>	<b>0,790</b>	<b>0,905</b>	Reliable
<b>Y5</b>	<b>0,791</b>	<b>0,905</b>	Reliable
<b>Z (Organizational Commitment)</b>	<b>0,912</b>	<b>0,927</b>	Reliable
<b>Z1</b>	<b>0,814</b>	<b>0,890</b>	Reliable
<b>Z2</b>	<b>0,772</b>	<b>0,869</b>	Reliable
<b>Z3</b>	<b>0,886</b>	<b>0,921</b>	Reliable

Primary Data, 2023

Based on Table 3, the output results of composite reliability and Cronbachs alpha on all indicators and each variable of Servant Leadership, Organizational justice, Organizational Commitment, and Organizational Citizenship behavior are all above 0.70. So it can be explained that all variables have good reliability.

*Evaluation of the Structural Model (Inner Model)*

Testing the inner model or structural model is carried out to see the relationship between the constructs, the significance value and the R-square of the research model. In this structural model, there are two dependent variables, namely: organizational commitment (Z) and organizational citizenship behavior (Y). The coefficient of determination (R2) of each dependent variable can be presented in Table 4 below.

**Table 4. R-square**

	R Square	R Square Adjusted
<b>Z (Organizational Commitment)</b>	0,761	0,754
<b>Y (Organizational citizenship behavior)</b>	0,940	0,937

Primary Data, 2023

Based on Table 4, the Organizational Commitment variable gives an R-square value of 0.761 which can be interpreted that the variability of organizational commitment variables can be explained by the variability of servant leadership and organizational justice variables of 76.1 percent, while 23.9 percent of organizational commitment variables are effect by other variables outside model. The Organizational Citizenship Behavior variable gives an R-square value of 0.940 which can be interpreted that the variability of Organizational citizenship behavior variables can be explained by the variability of Servant Leadership, Organizational justice, and Organizational Commitment variables of 94 percent, while 6 percent Organizational citizenship behavior is effect by other variables outside model.

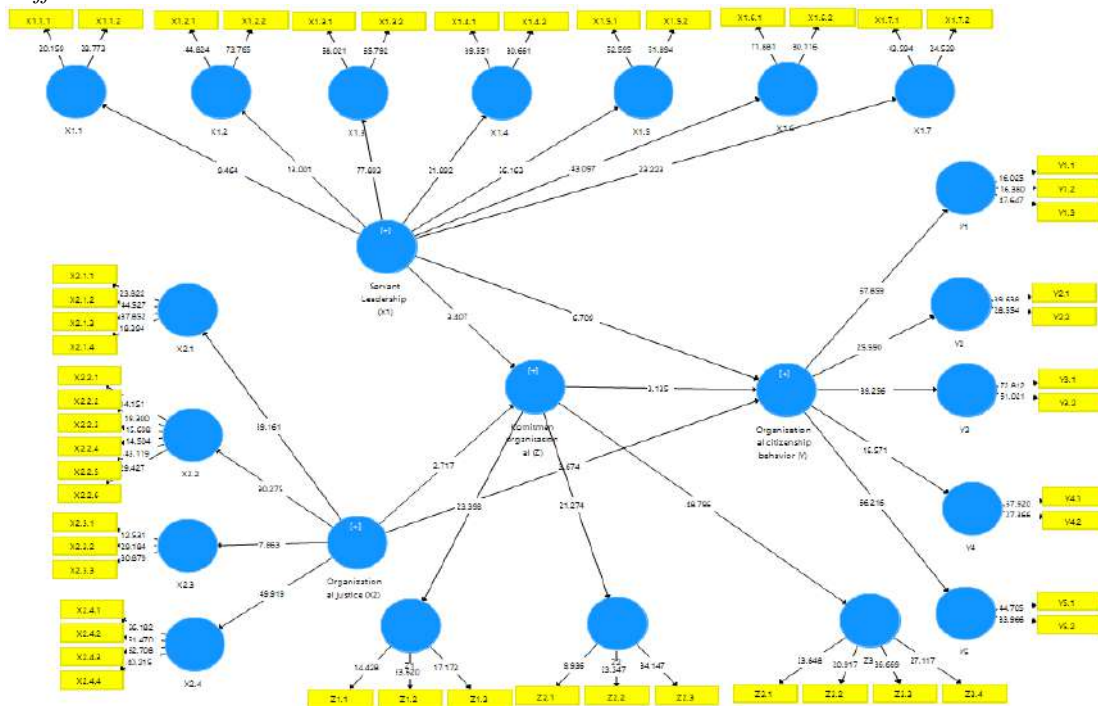
A model is considered to have a relevant predictive value if the Q-square value is greater than 0. Based on Table 4, the predictive relevance (Q2) value is calculated as follows.

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - 0,761) (1 - 0,940) \\
 &= 1 - (0,239) (0,060) \\
 &= 1 - 0,014 = 0,9860
 \end{aligned}$$

The Q2 value has a value with a range of  $0 < Q2 < 1$ , where the closer to 1 means the better the model. The results of these calculations show that the Q2 value is 0.9860, so it can be concluded that the model has good predictive relevance. So it can be explained that 98.60 percent of the variation in Organizational Citizenship Behavior is effect by servant leadership, organizational justice, and organizational commitment, while the remaining 1.40 percent is effect by other variables not examined in this study.

*Hypothesis Testing*

*Direct Effect*



**Figure 2. PLS Bootstrapping**



Figure 2 explains that servant leadership, organizational justice and organizational commitment have a direct and significant effect on organizational citizenship behavior with a statistical t value of more than 1.96. The results also show that servant leadership and organizational justice have a direct and significant effect on organizational commitment with a statistical t value of more than 1.96. Hypothesis testing is evaluated by looking at the t-statistics and p-value. If the t-statistics value  $\geq$  the t-table value is 1.96 and the p-value is  $<0.05$ , then the research hypothesis can be accepted. The results of the output path coefficients are the basis used in testing the hypotheses presented in table 5.

**Table 5. Path Coefficient Test Results**

Hypothesis	Variable Effect	Original Sample (O)	T Statistics ( O/STDEV )	P Values
H1	X1 (Servant Leadership) -> Y (OCB)	0,560	5,685	0,000
H2	X2 (Organizational Justice) -> Y (OCB)	0,226	2,352	0,019
H3	X1 (Servant Leadership) -> Z (Organizational Commitment)	0,535	3,759	0,000
H4	X2 (Organizational Justice) -> Z (Organizational Commitment)	0,377	2,512	0,012
H5	Z (Organizational Commitment) -> Y (OCB)	0,210	2,536	0,012

Primary Data, 2023

Based on Table 5, testing the hypothesis on the effect of servant leadership on organizational citizenship behavior produces an original sample coefficient value of 0.560, which shows a positive correlation. The t Statistics value was 5.685 ( $>$  t-critical 1.96) with a p value of 0.000  $<0.050$ , so the effect of servant leadership on organizational citizenship behavior was significant. Thus, the first hypothesis (H1) which states that servant leadership has a positive and significant effect on organizational citizenship behavior is accepted. It is illustrated in social exchange theory that servant leadership creates a positive social environment that can effect employee ocb attitudes and behavior (Walumbwa et al., 2010).

The hypothesis on the effect of Organizational justice on Organizational citizenship behavior produces an original sample coefficient value of 0.226 which shows a positive correlation, then the t Statistics value is obtained 2.352 which is more than the t-critical 1.96 with a p value of 0.019  $<0.050$ , the effect of Organizational justice on Organizational citizenship behavior is significant. Thus, the second hypothesis (H2) which states that Organizational justice has a positive and significant effect on Organizational citizenship behavior is accepted. Relations social exchange theory explores how justice gives rise to social exchange relations, and how social exchange relations serve as a mediator of the effects of justice on employee attitudes and behavior (Cropanzo et al., 2005).

Servant leadership on Organizational Commitment produces an original sample coefficient value of 0.535 which indicates a positive correlation. The t Statistics value was 3.759 ( $>$  t-critical 1.96) with a p value of 0.000  $<0.050$ , so the effect of Servant leadership on Organizational Commitment was significant. Thus, the third hypothesis (H3) which states that Servant leadership has a positive and significant effect on Organizational Commitment is accepted. Social exchange theory is the basis for how leaders in companies understand the work behavior of their employees, this will imply that employees are treated well by the company so that employees are committed to returning positive behavior through ocbbehavior (Newman et al., 2017).

Organizational Justice on Organizational Commitment produces an original sample coefficient value of 0.377 which shows a positive correlation, then the t Statistics value is 2.512 which is greater than the critical t-1.96 with a p value of 0.012  $<0.050$ , then the effect of Organizational Justice on Organizational Commitment is significant. Thus, the fourth hypothesis (H4) which states that Organizational Justice has a positive and significant effect on Organizational Commitment is accepted. Referring to social exchange theory, the level of organizational justice felt by employees will have a direct effect on the level of employee organizational commitment to the organization and will also increase ocb (Sumijan, 2021).

The effect of organizational commitment on organizational citizenship behavior resulting in an original sample coefficient value of 0.210 which indicates a positive correlation. The statistical t value was 2.536 ( $>$  t-critical 1.96) with a p value of 0.012  $<0.050$ , so the effect of organizational commitment on organizational citizenship behavior was significant. Thus, the fifth hypothesis (H5) which states that organizational commitment has a positive and significant effect on organizational citizenship behavior is accepted. In social exchange theory, employees who experience positive exchanges with the organization reciprocate with high levels of commitment. This high commitment will motivate employees to contribute to the organization beyond their main responsibilities by demonstrating ocbbehavior (Purwanto et al., 2021).

#### *Indirect Effect*

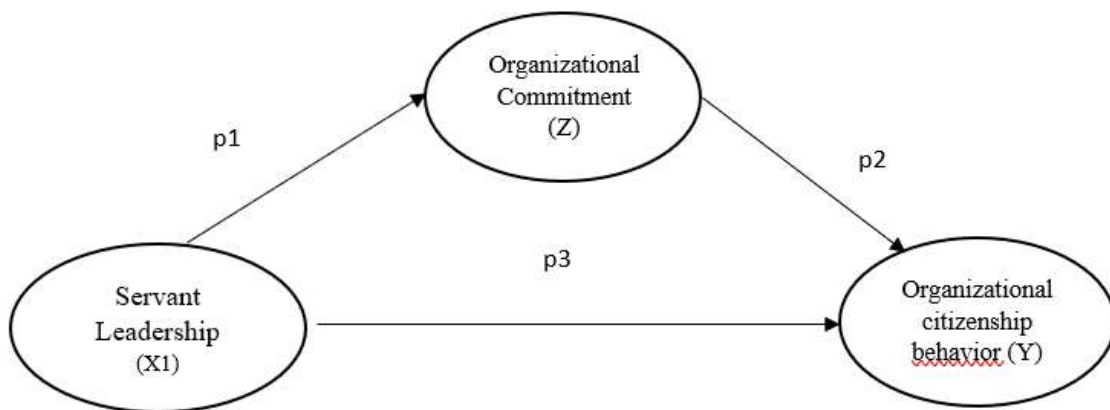
The mediating role of organizational commitment on the indirect effect of servant leadership on organizational commitment is presented in table 6.

**Table 6. Indirect Effect Test Results of Servant Leadership Variables on Organizational Citizenship Behavior**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Servant Leadership (X1) ->Organizational Commitment(Z) -> Organizational citizenship behavior (Y)	0,112	1,980	0,049

Primary Data, 2023

The results of the analysis of the effect of Servant Leadership on Organizational citizenship behavior through Organizational Commitment show a path coefficient value of 0.112 and a p-value of 0.049 less than 0.05 (p-value <math>\alpha</math>) so the sixth hypothesis (H6) is accepted. This shows that organizational commitment is able to mediate the effect of Servant Leadership on Organizational Citizenship Behavior in a positive and significant way. The basis for testing the mediation type can be identified by examining the significance of the direct effect between variables, using the Hair et al. approach. (2017) is presented in Figure 3 below.



p1: direct effect of X1 to Z

p2: direct effect of Z to Y

p3: direct effect of X1 to Y

Based on the results of the analysis, it can be seen that the direct effect between variables is as follows.

- (1) Servant Leadership on Organizational Commitment has a positive and significant effect (path coefficient of 0.535 and p-value of 0.000).
- (2) Organizational commitment to Organizational citizenship behavior has a positive and significant effect (path coefficient of 0.210 and p-value of 0.012).
- (3) Servant Leadership on Organizational Citizenship Behavior has a positive and significant effect (path coefficient of 0.560 and p-value of 0.000).

The mediating role of organizational commitment to the effect of Servant Leadership on Organizational citizenship behavior, based on the results of the investigation of the three effects (a, b, and c) shows a positive and significant effect of p1, p2 and p3, then the type of mediating variable in the model is complementary partial mediation. This shows that organizational commitment mediates partially complementary on the effect of Servant Leadership on Organizational citizenship behavior. The better the Servant Leadership, the higher the perceived organizational commitment of employees which results in increased organizational citizenship behavior of employees.

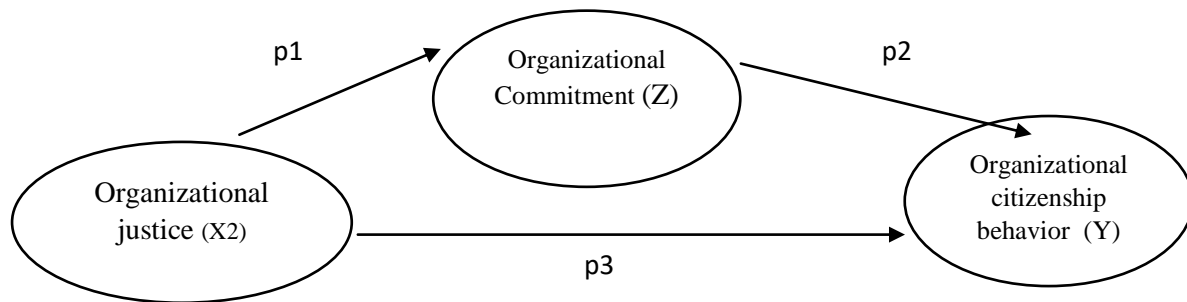
The mediating role of organizational commitment to the indirect effect of Organizational justice on Organizational citizenship behavior is presented in table 7.

Table 7. Test Results for the Indirect Effect of Organizational Justice Variables on Organizational Citizenship Behavior

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Organizational justice (X2) ->Organizational Commitment(Z) -> Organizational citizenship behavior (Y)	0,079	2,165	0,031

Primary Data, 2023

The results of the analysis of the effect of Organizational justice on Organizational citizenship behavior through Organizational Commitment show a path coefficient value of 0.079 and a p-value of 0.031 less than 0.05 (p-value <math>\alpha</math>) so the seventh hypothesis (H7) is accepted. This shows that organizational commitment can mediate the effect of organizational justice on organizational citizenship behavior in a positive and significant way. The basis for testing the mediation type can be identified by examining the significance of the direct effect between variables, using the Hair et al. approach. (2017) is presented in Figure 4 below.



Information:

p1 : direct effect of X2 to Z

p2 : direct effect of Z to Y

p3 : direct effect of X2 on Y

Based on the results of the analysis, the direct effect between variables is as follows.

- (1) Organizational justice has a positive and significant effect on Organizational citizenship behavior (path coefficient of 0.226 and p-value of 0.019).
- (2) Organizational commitment to Organizational citizenship behavior has a positive and significant effect (path coefficient of 0.210 and p-value of 0.012).
- (3) Organizational justice has a positive and significant effect on Organizational citizenship behavior (path coefficient of 0.226 and p-value of 0.019).

The mediating role of Organizational Commitment in the effect of Organizational justice on Organizational citizenship behavior, based on the results of the investigation of the three effects (a, b, and c) shows that the effect of p1, p2, and p3 is significant, so the type of mediating variable in the model is complementary partial mediation. This shows that Organizational Commitment mediates partially complementary to the effect of Organizational justice on Organizational citizenship behavior. The better the Organizational justice felt by employees, the higher the Organizational Commitment given by employees which results in increased employee Organizational citizenship behavior.

### V. CONCLUSION

The results of this study indicate that there is a positive and significant effect of servant leadership and organizational justice on organizational commitment and organizational citizenship behavior. As well as the contribution of organizational commitment in mediating the effect of servant leadership and organizational justice on organizational citizenship behavior. Employees who get strong servant leadership such as the leader's concern for their employees and the high organizational justice provided by the company, then someone will have organizational commitment which can lead to a sense of loyalty shown such as a sense of wanting to continue working in the company because it is a need and will not leave the company, so this can make a high contribution to organizational citizenship behavior of employees towards the company with the emergence of a feeling of pleasure in doing tasks that are not only the tasks that have become their obligations, but also do other work such as helping co-workers if there are employees who are unable to do something work.

The reliability shown in the instruments used in this study can be used as a basis for further research, and can be used as an empirical consideration for the development of further research in various industries such as manufacturing, banking, and the education industry related to these variables, especially those related with organizational life in general.

The results of this study can be used practically by the management of Desa Pramana Swan Villa as input and considerations related to decision making in an effort to improve organizational citizenship behavior in Desa Pramana Swan Villa employees. The results of the study concluded that employee perceptions of servant leadership from leaders in each department are quite strong, organizational justice perceived by employees is high, employee organizational citizenship behavior is quite high, and employee organizational commitment is quite high and is able to mediate the effect of servant leadership and organizational justice on organizational citizenship behavior.

The management of Desa Pramana Swan Villa needs to pay attention to the organizational commitment of employees by providing more strong encouragement so that employees retain their membership in the organization, so that employees can feel more of the impact on Desa Pramana Swan Villa, which will affect the increase in organizational citizenship behavior of Desa Pramana Swan Villa employees. Villas. Desa Pramana Swan Villa Company also needs to pay attention to helping subordinates grow and succeed provided by leaders to their employees so that strong servant leadership can be achieved and followed by increased organizational citizenship behavior of Desa Pramana Swan Villa employees. Employee organizational justice also needs to be evaluated by paying more attention to the rewards received by employees whether they are in accordance with their work or performance, so that later this will affect the increase in organizational citizenship behavior of Desa Pramana Swan Villa employees.

#### Research Limitations

The process in this study has several limitations that can be used as a reference to improve further research. These limitations include:

1. This research relies on the results of a questionnaire with many indicators used, this has the potential to confuse respondents or give answers that are considered according to certain values that are acceptable in their environment, so that this can distort the average value for each variable.
2. This research was only conducted at a certain period or cross-sectional, while the environment is dynamic so it is hoped that this research can be carried out again in the future.
3. This research is limited to only examining organizational citizenship behavior caused by servant leadership, organizational justice, and organizational commitment, so it cannot examine more deeply the dimensions and indicators outside these variables.

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