

## THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT ON THE EFFECT OF SERVANT LEADERSHIP ON PERFORMANCE

Muji Rahayu<sup>1</sup>, Saptono Kusdanu Waskito<sup>2</sup>

Sekolah Tinggi Ilmu Ekonomi STAN IM, Jl. Belitung No.7 Bandung<sup>1</sup>  
Universitas Logistik dan Bisnis Internasional (ULBI) Bandung<sup>2</sup>

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#### E-mail:

[mrahayu@stan-im.ac.id](mailto:mrahayu@stan-im.ac.id)<sup>1</sup>  
[saptonokw@yahoo.com](mailto:saptonokw@yahoo.com)<sup>2</sup>

### ABSTRACT

This study aims to determine the mediating effect of organizational commitment that bridges the positive effect of servant leadership on performance. The method used uses a quantitative, descriptive and verification approach. Data collection using a questionnaire with random sampling technique. Respondents were lecturers at 30 private universities in West Java. Mediation analysis using SPSS plug in Process Macro A. F. Hayes. The results of the analysis show that servant leadership has a positive effect on performance, organizational commitment has a positive effect on performance and organizational commitment has a positive mediating effect on the effect of servant leadership on performance. This means that when the organizational commitment of lecturers is high, the performance achieved will be higher. This result can be interpreted that the higher the level of organizational commitment owned by lecturers, the higher the positive effect of servant leadership on the level of lecturer performance.

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## 1. INTRODUCTION

One measure of the success of an organization is the achievement of organizational goals. organizational goals can be achieved if members of the organization jointly strive through the resulting performance. Therefore, the performance of human resources is an important factor for the organization. Human resources or employees can work optimally if they feel that the organization where they work is an organization that cares about them and is their best place. These feelings will make them think that they are not worth leaving. This situation shows that human resources/employees have a high commitment to the organization. (Wibowo, 2015). Meyer and Allen give the meaning that organizational commitment is a feeling of closeness and a feeling of not wanting to leave the organization. Organizational commitment has an important role in efforts to improve performance. Organizational commitment is the feeling of someone who identifies himself as part of the organization and wants to involve himself specifically to achieve organizational goals. Mowday explains that organizational commitment consists of two components, namely the feeling of identifying oneself as part of the organization and the desire to be involved in achieving organizational goals. (Wibowo, 2015).

Several factors that are predicted to increase organizational commitment according to Heller (in Wibowo, 2015: 191) include the quality and style or approach of leadership, psychological, intellectual and emotional needs of workers, work and worker motivation, rewarding excellence, appreciating excellence, a positive environment in the organization. In this study, servant leadership and organizational commitment are the variables studied in an effort to improve organizational performance. Servant leadership and organizational commitment are predicted to improve organizational performance. (Wekesa et al., 2013); (Bohlen Purba & Ali, 2018);(Hidayah & Tobing, 2018);(Jurnal et al., 2020);(Harwiki, n.d. 2014);(Al Madi et al., 2017).

### 1.1 Servant Leadership

Northouse (2013:207) suggests that servant leadership is an approach that focuses on leadership from the point of view of the leader and their behavior. Servant leadership emphasizes that leaders pay attention to the problems of their followers, empathize with them, and develop them. Furthermore, Northouse states that servant leadership is ethical and leads by serving the greater interests of the organization, community, and society in general. Greenleaf in Northouse (2011: 207) states that servant leadership begins with a natural feeling that we want to serve first. Then a conscious choice leads one to expect to lead. Greenleaf emphasizes that servant leadership has a social responsibility to care about the

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dispossessed and the disadvantaged. By being a servant leader a leader uses less institutional power and control while shifting that authority to those being led. Greenleaf adds that servant leadership values community because it provides opportunities for individuals to directly experience interdependence, respect, trust, and individual growth. Liden in Northouse (2013:220) argues that when many leaders in the organization adopt servant leadership, a culture of serving each other inside and outside the organization will be created. Meanwhile, according to Graham in Northouse (2013:220) servant leadership extends to the act of serving the "dispossessed" community.

### 1.2 Organizational Commitment

Organizational commitment is the feeling of someone who identifies himself as part of the organization and wants to involve himself specifically to achieve organizational goals. (Mowday, 1982, p. 186). Mowday explained that organizational commitment consists of two components, namely the feeling of identifying oneself as part of the organization and the desire to be involved in achieving organizational goals. Organizational commitment has a positive relationship with desirable outcomes such as high performance, low turnover, and low absenteeism. The results show that worker commitment is related to other expected outcomes, such as feelings of warmth, organizational climate support, and the desire to be a good team member who is willing to help. (F. Luthans, 2018). Organizational commitment is needed so that the University can run well and smoothly, because the running of an organization involves human resources. Therefore, the human resources must be maintained, especially quality human resources. Universities need to identify related matters, which can affect organizational commitment so that organizational commitment is embedded in each individual. When a lecturer has a high commitment, it affects work productivity and ultimately affects the productivity of the University.

### 1.3 Performance.

The performance achieved by individuals and groups is very important for the organization. Performance can be used as a measure for the organization to determine whether the goals that have been set are achieved or not. (Gibson, 2016) Define performance as the result of work related to organizational goals, namely quality, efficiency and other work effectiveness criteria. There are 3 factors that are predicted to affect performance. These factors are individual factors, psychological factors and organizational factors. Individual factors include: abilities, skills, family background work experience, social level and demographics of a person. Psychological factors include: perception, role, attitude, personality, motivation, work environment, commitment and job satisfaction. Organizational Factors. While organizational factors are factors related to organizational structure, job design, leadership, and reward system. Performance targets can be achieved if an employee has high expertise, has high motivation to work and there is a supportive work environment. In line with Gibson in (Bangun, 2018) defines performance as the results of work that a person achieves based on job requirements. This also supports the opinion expressed by Bernardin who explains that performance is a record of the results that a person produces at a certain time. In contrast to Bangun and Bernadin, Mathis and Jackson suggest that performance is a function of ability multiplied by motivation multiplied by organizational support. (R.I Mathis & J.H, 2016). Meanwhile, Hellreigel interprets performance as an individual work achievement obtained from serious effort. While (Wirawan, 2017) argues that performance is the result of work within a certain time. The performance achieved by a person or individual is a measure of the success of the organization in achieving the goals that have been set. Based on the explanation of performance, organizational commitment, and motivation above, the relationship between these variables and performance, the results of previous research related to factors or variables that are predicted to improve performance, this research model is as follows:



Figure 1 Research Model

Based on this research model, there are 3 (three) hypotheses in this study, namely:

H1 : Servant Leadership has a positive and significant effect on performance

- H2 : Organizational commitment has a positive and significant effect on performance  
 H3 : Organizational commitment mediates the effect of servant leadership on performance

## 2. METHOD

The objects in this study include performance factors which act as dependent variables, servant leadership which acts as an independent variable and motivation which plays a moderating role. While the subject of this research is education personnel at private universities in West Java who act as sources / providers of the necessary data. This research is a study that uses descriptive and verification quantitative methods. Descriptive method is a method carried out by examining the status of a group of people, or an object, a set of conditions, a system of thought or a class of events in the present which aims to make a description, description or painting systematically, factually and accurately about the facts, properties and relationships between the phenomena investigated. (M. Nazir, 2014). Descriptive research takes problems or focuses attention on actual problems as they are at the time the research is carried out so that in education it functions more for problem solving. Data processing using SPSS plug in Macro Process Hayes version 3.5. The population is Lecturers at Private Universities in West Java. The sampling technique uses probability random sampling technique, that is, each sample has the same opportunity as the selected sample. The number of respondents was 150 lecturers from 30 private universities in West Java. The data collection technique was carried out by distributing questionnaires. Furthermore, the data collected were calculated and the scores were analyzed descriptively and statistical tests were carried out.

## 3. RESULT AND DISCUSSION

### 3.1 Validity Test and Reliability Test

The results of the validity test and Reliability test are presented as follows:

Table 1. Validity Test

Variables	Score	Criteria	Decision
SL	0,368	>0,300	Valid
KO	0,473	>0,300	Valid
KIN	0,465	>0,300	Valid

The validity test results for 150 respondents show that the Correceted Item -Total Correlation value is higher than 0.300. Paying attention to table 1 of the validity test results, it can be concluded that all data on the indicators of all variables are declared valid. If declared valid, the questionnaire is declared qualified and suitable to be used as a test tool in this study.

Table 2. Reliability Test

Variables	Score	Criteria	Decision
SL	0,854	>0,700	Reliable
KO	0,753	>0,700	Reliable
KIN	0,796	>0,700	Reliable

The reliability test results show that all variables have a Croncbach's Alpha value above 0.7, meaning that all data on all variables are declared reliable, so the questionnaire is declared qualified and eligible for data collection tools in this study. From table 2, it can be seen that all variables, both servant leadership, organizational commitment, and performance, have met the reliability test requirements with a value of more than 0.700. Thus, all research instruments are valid and can be used as measuring instruments in this study.

### 3.2 Coefficient of Determination and F Test

Table 3. Table of Coefficient of Determination and F Test

Model	R	R-sq	MSE	F	Df1	Df2	p
Summary	0,4379	0,2246	225,100	35,8787	1.000	268,000	0,0000

From table 3, it can be seen that in the R-sq column the performance variable can be explained by the servant leadership and organizational commitment variables by 22.46%, while the rest is explained by other factors not examined in this study. Meanwhile, the results of the F test can be seen that the p value <0.005, which is 0.0000, means that organizational commitment significantly mediates the effect of servant leadership on performance.

Table 4. Mediation Analysis

Relationship	Total Influence	Direct Influence	Indirect Effect	Confidence Interval		t-statistic	Conclusion
				Lower Bound	Upper Bound		
SL → KO → KIN	0,5486 (0,000)	0,3770 (0,000)	0,1716	0,0659	0,3458	5,3518	Partial Mediation

From table 4, it can be seen that the results of the analysis show that the significance of the direct effect of servant leadership on performance is  $0.000 < 0.05$  with a coefficient value of 0.3370 and the indirect effect of servant leadership on performance ( $b=0.1716$ ,  $p<0.05$ ,  $t = 0.3518$ ). Thus the results of this analysis support hypothesis 1, hypothesis 2 and hypothesis 3. This is because both the direct effect and the indirect effect have a significant effect, it can be concluded that organizational commitment partially mediates servant leadership on performance. (Hayes & Rockwood, 2020)

The results of hypothesis 1 test show that there is a positive and significant influence between servant leadership as an independent variable and performance as the dependent variable. The results of respondents' statements on servant leadership of private university lecturers in West Java are included in the sufficient criteria. Likewise, the respondents' results on lecturer performance are included in the high enough criteria. In this study, the indicator of the head of the study program recognizing limitations and mistakes obtained a high score. High servant leadership is shown in appreciating every contribution made by subordinates, this means that the higher the level of servant leadership, the higher the level of performance produced. The results of testing the effect of servant leadership variables on performance show a positive effect. Looking at the results of the analysis, it can be interpreted that the higher the servant leadership owned by lecturers, the higher the level of organizational commitment owned by lecturers which has an impact on increasing the performance of lecturers at private universities in West Java. This is relevant to high performance influenced by high servant leadership. This statement reinforces that the higher the servant leadership owned by the lecturer, the higher the level of performance produced. These results are in line with the results of research which states that servant leadership has a positive and significant effect on employee performance ((Rahayu, 2019) which states that servant leadership can improve the performance of private university lecturers in West Java. The results of this study are also in line with the results of research conducted by (Allen et al., n.d.) who found that servant leadership improves the performance of employees of the Pharmacy academy .; (Al Hila & Al Shobaki, 2017) who stated that servant leadership improves the performance of Technical College lecturers in the Gaza Valley and the Kingdom of Gaza. (Journal et al., 2020) which states that servant leadership has a positive and significant effect on the performance of Finance Employees.

The results of hypothesis 2 testing high organizational commitment will have a positive effect on the performance achieved. Organizational commitment is very important for employees who can be used as a strategy to improve performance and the effectiveness and efficiency of individual work results. (Varmakant, 2017). It can be interpreted that there is a positive influence between organizational commitment and performance, so that the stronger the organizational commitment, the higher the level of performance produced. The results of testing the organizational commitment variable on performance show a positive and significant effect. Based on the results of the analysis, it can be interpreted that the high organizational commitment of lecturers has an impact on improving the performance of lecturers at private universities in West Java.

The results of hypothesis 3 test state that there is a positive and significant effect of organizational commitment mediating the effect of servant leadership on performance. This means that organizational commitment is a pure mediator. Organizational commitment has a positive relationship with the expected

result, namely high performance. (F. Luthans, 2018). Organizational commitment has a positive effect on performance. ((Sulasm, 2016)(Bagus Agung Dharmanegara et al., 2016); (Tone, 2018). The test results show that organizational commitment partially mediates the effect of organizational commitment on performance. This can be interpreted that the organizational commitment of lecturers indirectly has a positive effect on the performance of lecturers at private universities in West Java. High organizational commitment can be seen from the indicator I feel at home working at this university because it matches my competence and will leave this university. This finding shows that the performance of lecturers at private universities in West Java is bridged by the organizational commitment of lecturers. This result is in line with the results of research conducted by Tolentino which states that organizational commitment has a positive and significant influence on the performance of university staff in Manila and Manila. (Koesmono, 2014) which states that organizational commitment has a positive and significant effect on the performance of lecturers at private universities in East Surabaya. (Runi et al., 2017); (Hairuddin et al., 2017); (A.c. Simatupang & P. saroyeni, 2018); (Hidayah & Tobing, 2018), (Narasuci & Setiawan Noermijati, 2018). While (Rantesalu et al., 2016) in his research found that servant leadership has a positive and significant effect on performance with organizational commitment as a mediating variable for SMK teachers in Temanggung.

#### 4. CONCLUSION

The results of this study indicate that organizational commitment has a positive relationship with the resulting performance. High organizational commitment results in high performance. Organizational commitment has a positive effect on performance. The results of this study are in line with the results of research conducted by (Sulasm, 2016) (Bagus Agung Dharmanegara et al., 2016); (Tone, 2018). The test results show that organizational commitment mediates the effect of servant leadership on performance. This can be interpreted that employees or lecturers with high organizational commitment will have higher performance.

Based on the results of this study, it can be concluded that organizational commitment is a variable that mediates the effect of servant leadership on lecturer performance at private universities in West Java. In order for performance to increase and be achieved according to the target, one of the efforts that can be made is to first increase the organizational commitment of lecturers. Increasing organizational commitment can be done by the University organizing activities that involve lecturers, providing rewards or punishments for individual lecturer performance.

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