

The Effect of Servant Leadership and Work Engagement on Organizational Citizenship Behavior Mediated by Organizational Commitment on Volunteers in Abbalove Ministries Church

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ABSTRACT

This research aimed to examine the effect of Servant Leadership and Work Engagement on Organizational Citizenship Behavior mediated by Organizational Commitment on Volunteers in Abbalove Ministries Church. This research utilized the Structural Equation Modeling (SEM) as data analysis technique by using SmartPLS program. The results of this research highlighted that servant leadership, work engagement, and organizational commitment had an effect on organizational citizenship behavior in which work engagement had an effect on organizational commitment, while servant leadership did not. This phenomenon also happened when Organizational Commitment did not mediate the effect of Servant Leadership on Organizational Citizenship Behavior. Meanwhile, Organizational Commitment became a mediator between Work Engagement and Organizational Citizenship Behavior.

Keywords: *Servant Leadership, Work Engagement, Organizational Citizenship Behavior, Organizational Commitment*

1. INTRODUCTION

In Abbalove church, the role of a leader is needed in supporting the success and smooth running of the organization. Each service section is led by someone who has been chosen and agreed upon in advance. Kouzes & Posner (2010) revealed that 25% of employees stated that their work was productive, motivated, effective, and committed due to the behavior of their leaders. Leadership attitude is important for an organization, especially for non-profit ones. Research conducted by Malik, Saleem & Naeem (2016) found that there was a positive and significant effect of leadership style on the Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) is a voluntary attitude that exceeds the mandatory role and is not part of an employee's formal work obligations (Tecoalu, 2015). If an organization has workers who have good citizenship attitudes, the organization will be more developed as the employees are willing to work more and better (Smith, Organ & Near, 1983).

Allen & Meyer (1990) stated that when employees are committed to their organization, they will be more eager to work and continue to improve their work performance which impacts on their low intention to leave the organization. Meanwhile, work engagement is a condition in which an employee feels involved in an organization and

is able to express their physical, cognitive and emotional distinction in working (Akanni & Ndubueze, 2017).

Mathumbu & Dodd (2013) in their research, found that there was a significant effect of work engagement on organizational citizenship behavior. The higher level of work engagement would have an impact on high organizational citizenship behavior; hence, it can be concluded that employees who feel bound to the organization will have a greater tendency to perform extra works.

Thus the novelty of this study is to explore whether Organizational Commitment can strengthen the influence of Servant Leadership and Work Engagement on the Organizational Citizenship Behavior among church volunteers, whereas previous research was conducted in non-church organizations.

Based on the explanation above, the researchers aimed to examine: 1) Is there an effect of servant leadership on organizational citizenship behavior? 2) Is there an effect of work engagement on organizational citizenship behavior? 3) Is there an effect of servant leadership on organizational commitment? 4) Is there an effect of work engagement on organizational commitment? 5) Is there an effect of organizational commitment on organizational citizenship behavior? 6) Is there an effect of servant leadership on organizational citizenship behavior mediated by organizational commitment? 7) Is there an effect of work engagement on organizational citizenship behavior mediated by organizational commitment?

2. LITERATURE REVIEW

2.1 Servant Leadership

Greenleaf (1997 in Taft & Yazd, 2012) stated that servant leadership means serving and putting others and organizations above the leader's interests. Liden, Wayne, Zhao & Henderson (2008) identified the dimensions of servant leadership: **1)** Emotional healing, actions that show sensitivity to other people's personal problems. **2)** Creating value for the community, caring for one another consciously and sincerely to help the community. **3)** Conceptual skills, having knowledge about the organization and existing tasks. **4)** Empowering, encouraging and facilitating others in identifying and solving problems, as well as determining when and how to solve those problems. **5)** Helping subordinates grow and succeed, showing genuine concern for the growth and development of other people's careers by providing supports and guidance. **6)** Putting subordinates first, making subordinates a priority, helping subordinates deal with existing tasks. **7)** Behaving ethically, acting fairly and honestly to others. According to the previous research, servant leadership means leadership that desire to serve and prioritize others.

2.2 Work Engagement

Bakker and Leiter (2010) defined work engagement as a positive, fulfilled, and motivated feeling of well-being at work that can be seen as opposed to work stress and as employees' own mastery of their role at work (Kahn, 1990). According to Bakker and Leiter (2010), there are three dimensions in work engagement; vigor, dedication, and absorption. **1)** Vigor is characterized by a high level of strength and mental resilience at work, a desire to be persistent in facing difficulties, and to put the best effort in doing tasks. **2)** Dedication is an enthusiastic feeling and inspiration at work. **3)** Absorption is characterized by deep concentration and interest, focus at work, and individuals' reluctance to leave the work (Schaufeli & Bakker, 2003). The employees who have work engagement will improve their performance.

2.3 Organizational Commitment

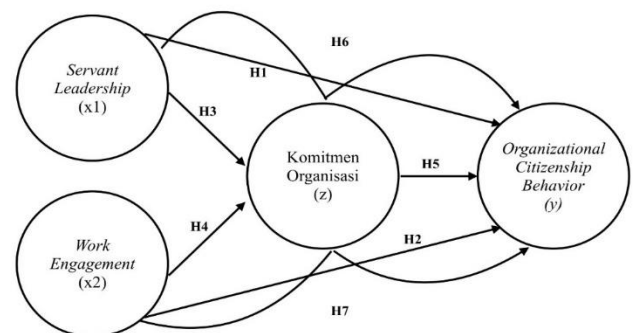
Allen & Meyer (1990) explained that organizational commitment is not only a formal membership but also covers an attitude of appreciating the organization and an emotional attachment between employees and the company. Luthans (2006) stated that organizational commitment is a strong desire to remain a member by giving much effort for the interests of the organization and accepting its values and goals. There are three dimensions of organizational commitment; **1)** Affective commitment is being able to create emotional attachment between the organization and its employees. **2)** Ongoing commitment is the employees'

considerations of the profit and loss if they leave the organization. **3)** Normative commitment is the individuals' experience in family, cultural, and social contexts. Employee retain in the organization because they understand the goals and values of the organization.

2.4 Organizational Citizenship Behavior (OCB)

Messer and White (2006) defined Organizational Citizenship Behavior as an attitude that increases the financial, social, and psychological benefits of an organization; i.e. as individual behavior that is not formally required in the organization but can help the team to achieve organizational success. (Organ, Podsakoff, & MacKenzie, 2006). Dimensions of Organizational Citizenship Behavior, according to Podsakoff, MacKenzie, Paine & Bachrach (2000), are **1)** Altruism, as a voluntary behavior which helps others as well as a desire to prevent problems at work. **2)** Sportsmanship, as a desire and willingness to tolerate discomfort at work without complaining. **3)** Conscientiousness, as a condition of carrying out tasks beyond what is expected with a sense of joy and be voluntary to innovate in improving the quality and performance of the organization. **4)** Civic Virtue, as a sense of responsibility towards the organizational life by taking initiatives on things within the organization. **5)** Courtesy, as an attitude to avoid conflict with others and maintain relationships by respecting others, so that there is no interpersonal problem. OCB is a voluntary individual behavior without looking at the rewards received to enhance the organization.

2.5 Conceptual Framework



2.6 Hypotheses

- H₁ : Servant leadership has significant effect on organizational citizenship behavior.
- H₂ : Work engagement has significant effect on organizational citizenship behavior.
- H₃ : Servant leadership has significant effect on organizational commitment.

H₄ : Work engagement has significant effect on organizational commitment.

H₅ : Organizational commitment has significant effect on organizational citizenship behavior.

H₆ : Servant leadership has significant effect on organizational citizenship behavior mediated by organizational commitment.

H₇ : Work engagement has significant effect on organizational citizenship behavior mediated by organizational commitment.

3. RESEARCH METHOD

This research aimed to examine whether there is significant effect of Servant Leadership and Work Engagement on Organizational Citizenship Behavior mediated by Organizational Commitment among the volunteers in Abbalove Church. As the church is a non-profit organization, volunteers who contribute generally do not receive wages in form of materials. In becoming a volunteer in a church organization, there will surely be responsibilities that need to be resolved and rules that need to be obeyed. What drives volunteers to have the desire to give extra roles in the church is important to note. Just like organizations in general, human resources are necessary to support the success or continuity of this organization.

The population in this research was 200 volunteers in Abbalove Ministries in Taman Palem branch. Slovin formula was applied in the sampling technique, and as the result, there were 145 people obtained as samples.

In examining Servant Leadership, a questionnaire developed by Liden, Wayne, Zhao and Henderson, was used. Work Engagement was measured by using the Utrecht Work Engagement Scale-17 (UWES-17) designed by

Schaufeli and Bakker (2003). Organizational commitment was examined by using a questionnaire developed by Myers, Allen and Smith. Organizational Citizenship Behavior was examined by adopting the theory proposed by Podsakoff, MacKenzie, Paine & Bachrach (2000).

This research was processed by using PLS-SEM software through two measurements; The outer model (Measurement model) and the inner model (Structural model).

1. The outer model was used to examine the relationship between latent variables and their indicators; i.e. to explain how each indicator relates to the latent variables. The inner model was used to examine how strong the estimation between latent variables was.
2. Convergent validity was used in this research to examine the correlation between the indicators and variable scores through the outer loading value. According to Ghazali & Latan (2014), an outer loading value at the threshold of 0.5 to 0.6 is considered valid.
3. Reliability was examined in reference to Cronbach's Alpha coefficient along with the Composite Reliability with acceptable values > 0.70 (Ghozali & Latan, 2014).

4. ANALYSIS AND DISCUSSION

4.1 Measurement Model Testing (Outer Model)

The measurement model aims to test the accuracy of the relationship between indicators in a variable in measuring the latent variables. The test of measurement model consists of convergent and discriminant validity, as well as the composite reliability test.

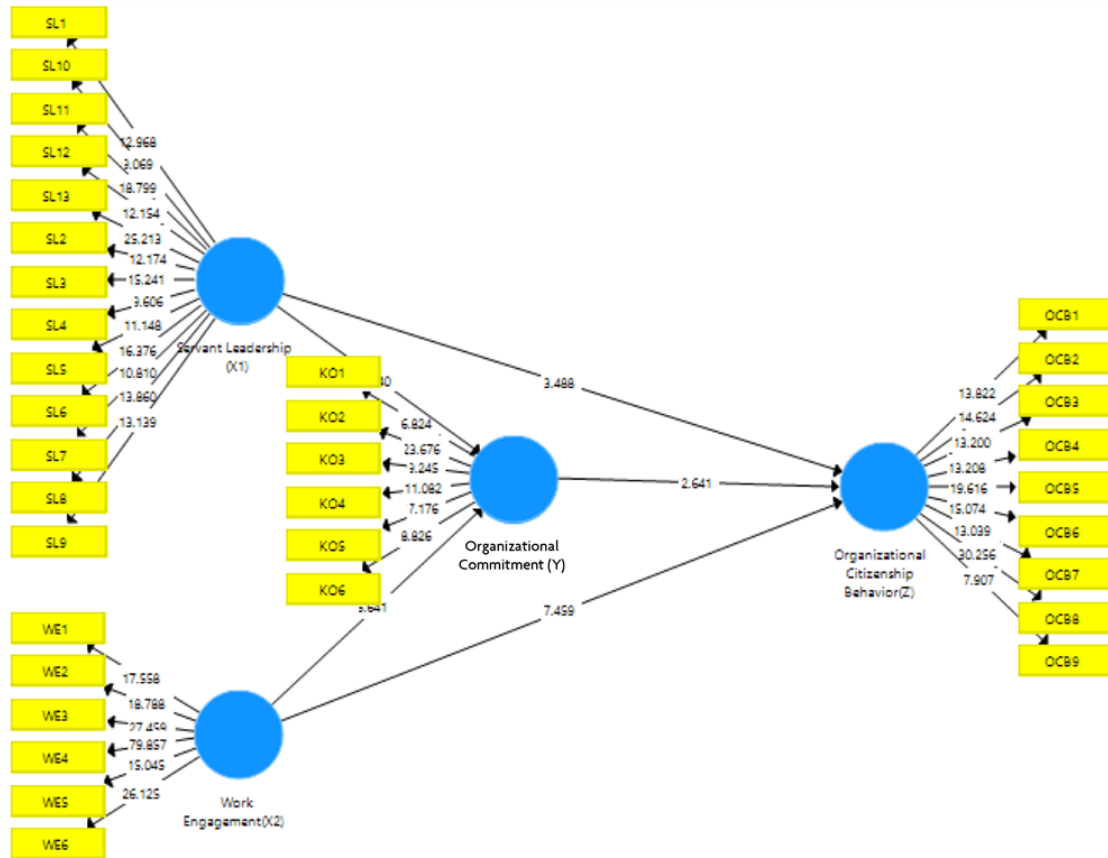


Figure 1: Outer Model

4.2 Validity Test

The Validity test aims to measure the accuracy of indicators in measuring the latent variables. According to Gozali (2008), an indicator is considered valid if it has a loading factor above 0.70. All loading factors of the indicators are above 0.7. Hence, it can be concluded that all the indicators are valid.

4.3 Reliability Test

Reliability of a variable is measured based on the values of Cronbach’s Alpha and the composite reliability is greater than 0.7 (Hair et al, 2010)

Table 1: Composite Reliability Values

	Cronbach's Alpha	Composite Reliability
<i>Servant Leadership</i>	0.937	0.943
<i>Work Engagement</i>	0.926	0.937
<i>Organizational Commitment</i>	0.838	0.861
<i>Organizational Citizenship Behavior</i>	0.881	0.905

All variables in this research have the Composite Reliability and Cronbach Alpha values greater than 0.7. Thus, all variables in this research are considered reliable.

4.4 Structural Model Testing (Inner Model) - Hypothesis Test

The structural model (inner model) in this research consists of two exogenous latent variables (Servant Leadership and Work Engagement) and two endogenous latent variables (Organizational Commitment and Organizational Citizenship Behavior).

Table 2: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistics (O/STDEV)	P-Values
SL -> OCB (H ₁)	0.217	0.220	0.061	3.546	0.000
WE -> OCB (H ₂)	0.500	0.491	0.063	7.908	0.000
SL -> OC (H ₃)	0.176	0.180	0.092	1.907	0.028
WE -> OC (H ₄)	0.498	0.512	0.089	5.597	0.000
OC -> OCB (H ₅)	0.190	0.202	0.071	2.668	0.004

H₁: The effect of servant leadership on organizational citizenship behavior.

Servant leadership had significant effect on organizational citizenship behavior with a t-statistic value of 3.546, greater than t-table of 1.96. This is consistent with the research of Margaretha & Prasetio (2012) stating that servant leadership affects organizational citizenship behavior because the actions taken by leaders are able to influence their followers' actions. Greenleaf (1970) explained that the best indicator of servant leadership is when followers are inspired and willing to be the servants for others. This makes the organizational participants encouraged to have a voluntary nature to do something for their organization and others.

H₂: The effect of work engagement on organizational citizenship behavior.

Work Engagement had significant effect on organizational citizenship behavior with a t-statistic value of 7.908, greater than t-table of 1.96. These results are consistent with the results of Roberson & Strickland (2010) stating that employees with work engagement will be dedicated to what they are doing and continue to focus on the work given to them. Employees who engage with what they do will improve their performance to be more efficient and effective in an organization. Dedicated employees will deliver work performance that is more than what is required by the organization. Therefore, the OCB attitude will be formed if there is a dedication given by its members (Muldoon, Keough & Liguori, 2017). Meanwhile, Vigor, as a positive feeling that combines emotions and moods, can be seen from physical strength, emotional energy, and cognitive liveliness. Physical strength can be seen from the high energy in completing daily tasks. Emotional energy is an ability to express and use emotional bonds in connecting with the people served. Cognitive liveliness is a persistent mental state of doing work (Little, Nelson, Wallace & Johnson, 2011).

H₃: The effect of servant leadership on organizational commitment.

Servant Leadership did not have a significant effect on organizational commitment, with a t-statistic value of 1.907,

smaller than t-table of 1.96. Allen and Meyer (2002) described several antecedents of forming a commitment. Affective commitment is an emotional attachment between the organization and employees; e.g. a satisfaction towards the organization is formed not only from the work experience but also from the individual characteristics in which ongoing commitment is formed by several things, such as reluctance to move to other organizations. Meanwhile, normative commitment is more influenced by social experience of the employees concerned.

H₄: The effect of work engagement on organizational commitment.

Work Engagement had significant effect on organizational commitment, with a t-statistic value of 5.597, greater than the t-table of 1.96. Employees who have an engagement to organization will be encouraged to stay for various reasons; such as 1) emotional attachment, 2) a sense of needs, 3) normative demands. This is in accordance with the research conducted by Agyemang & Ofei (2013) stating that when employees perform their job effectively and have a positive response to the organization, it means that they have a commitment to the organization. This result is also in accordance with Job Demand-Resources in which when employees receive proper social exchange from their organization, they tend to contribute themselves cognitively, emotionally, and physically in their roles in the organization.

H₅: The effect of organizational commitment on organizational citizenship behavior.

Organizational commitment had significant effect on organizational citizenship behavior with a t-statistic value of 2.668, greater than t-table of 1.96. When people have an emotional attachment to the organization, they will work consistently, have the desire to follow organizational rules, improve efficiency, work more productively, and help colleagues who are experiencing difficulties. In addition, they will give more time to work and think of strategic planning to develop their organization. This is in accordance with the research conducted by Ortiz, Rosario, Marquez & Gruñeiro (2015) stating that there is a positive effect of organizational commitment on organizational citizenship behavior. Meanwhile, Schappe (1998) explained

that organizational commitment is the only predictor of actions taken by an employee.

H₆: The effect of servant leadership on organizational citizenship behavior mediated by organizational commitment.

Organizational commitment did not mediate the effect of servant leadership on organizational citizenship behavior with a t-statistic value of 1.523, smaller than the t-table of 1.96. A good leader is able to provide support to his employees, so they are willing to contribute to their organization. Stum (2001 in Kuswanti, Ningrum & Hamidah, 2018) explained that the quality of a leader can be reflected in the employees' commitments to their organization. Mathieu & Zajac (1990, in Kuswanti, Ningrum & Hamidah, 2018) stated that the higher the service level provided by a leader results in a higher organizational commitment of its employees.

Nonetheless, Meyer (2002) explained that there are several things that are antecedent to a commitment; including demographic variables, individual differences, work experience, and alternatives investment. These indicated why organizational commitment did not mediate the effect of servant leadership variable on Organizational Citizenship Behavior.

H₇: The effect of work engagement on organizational citizenship behavior mediated by organizational commitment

Organizational commitment mediated the effect of work engagement on organizational citizenship behavior with a t-statistic value of 2.111, greater than t-table of 1.96. This is in accordance with the research conducted by Albdour and Altarawneh (2014) stating that employee engagement has a positive relationship with organizational commitment.

5. CONCLUSIONS AND RECOMMENDATIONS

Servant leadership and work engagement has significant effect on organizational citizenship behavior, while work engagement has proven to be able to provide organizational commitment and have positive impact on organizational citizenship behavior. However, organizational commitment did not mediate the effect of servant leadership on organization citizenship behavior. Therefore, the Abbalove church needs more consideration on organization citizenship behavior in order to increase the number of congregations.

Other influencing factors can also be examined in further studies by adding other variables, such as person-in-fit, job satisfaction and work spirituality.

Practical Recommendations

1. Based on data management, 84.1% of volunteers felt that moving from one church to another did not define themselves. This means that the volunteers had a commitment to remain in their organization. Regarding

these results, organizations need to continue maintaining and increasing engagement with one another.

2. 27.5% of volunteers felt that organizational leaders did not take action to make their work easier. Leaders should be more involved, so that volunteers will feel that their work is facilitated and supported.
3. 33.1% of volunteers felt disagreed that leaders cared more about the volunteers' success than their own. Hence, this research recommends that a relationship needs to be established by the leaders with the volunteers, so that they can feel being cared for, wish to remain in the organization, and provide work performance.

Theoretical Recommendations

1. Researchers who want to examine the same topic could compare the level of organizational citizenship behavior between social and spiritual communities. This can be carried out to explore the attitude of organizational citizenship behavior with different subject's characteristics.
2. This topic can be examined further by conducting different tests related to the age and length of service.

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