

## The Role of Organizational Commitment in Mediating the Relationship Between the Leadership Serves "Diuwongke" to the Citizen Organizational Behavior of Employees Working in the Service Field of Cirebon Region 3

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### ABSTRACT

The main objective of this research is to determine whether organizational commitment has a mediating role in the relationship between servant leadership "diuwongke" and organizational citizenship behavior. Path analysis techniques were used to analyze the data collected. This research reveals that servant leadership "diuwongke" has a significant effect on organizational citizenship behavior which is mediated by organizational commitment, and organizational commitment has a direct impact on organizational citizenship behavior. This study also points out several limitations as well as future research directions.

## INTRODUCTION

Javanese people in their culture highly value humanity, simplicity, and politeness (Alifuddin & Setyawan, 2021). In Javanese culture, people feel safe and happy when they experience a sense of humanity, namely when they feel treated as human beings in society (*diuwongke*), as shown empirically by Prasetyo (2016). The meaning of *diuwongke* can be concluded linguistically. *Uwong* in Javanese or *orang* in Indonesian means human. Combined with the active sentence *di-uwong-ke*, it means 'to be treated as a human being' or 'to be treated as a human being' (Rahmadani & Schaufeli, 2022).

*Diuwongke* is a Javanese philosophy that is still applied and is a characteristic of several Javanese leaders. Especially for Javanese leaders from a psychological perspective, *diuwongke* is often associated with the concept of servant leadership (Pasaribu & Yuwanto, 2021). Robert Greenleaf in 1977 first introduced the servant leadership theory in his paper entitled "Servant as Leader". He believes that servant leadership is based on the philosophy of providing service and serving followers, meeting their needs, and developing and nurturing employees is a top priority for servant leaders. Good leadership is determined by leadership style (Baety & Rojuaniah, 2022). Servant leadership is a leadership style that prioritizes employee needs and has high concern for employees (Eva et al., 2019). Servant leaders are characterized by strong conceptual abilities, high integrity, and concern for their employees (Ekhsan & Aziz, 2021).

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, (2002) Servant leaders provide positive and enjoyable experiences to employees, which should foster emotional attachment to the organization through social exchange processes. This is the opinion of Meyer, J. P., & Allen, (1991); see also Meyer, J. P., & Herscovitch, (2001) that servant leadership will foster organizational commitment. Organizational commitment is the extent to which employees associate themselves with a particular organization, their goals, and hopes of maintaining membership in the organization (Robbins & Judge, 2017). Organizational commitment is the attitude and behavior of employees to be actively involved in helping the organization achieve its goals, thereby improving employee performance (Retno et al., 2020).

The success of an organization is very important for organizations that want to achieve long-term competitive advantage so that they can adapt to environmental changes. Compliance with formal job descriptions by organizational members alone is not enough to increase organizational effectiveness. therefore, there is a requirement for voluntary behavior that goes beyond mere task performance. This behavior, known as organizational citizenship behavior (OCB), improves organizational performance by influencing the corporate, social, and psychological environment which functions to maintain activities and processes in the organization (Borman and Motowidlo, 1997). OCB includes voluntary behavior, not required formally or explicitly by

the reward system, and overall contributes to organizational effectiveness (Organ, D. W., Podsakoff, P. M., MacKenzie, 2005). OCB can arise from various factors within an organization, including job satisfaction and high organizational commitment (Lamri et al., 2020).

Organizations cannot achieve goals without committed resources (Ghaziani et al., 2012). Leadership style is important in achieving organizational goals and commitment (Fallah et al., 2012). the importance of implementing a servant leadership style in organizations, managers with this leadership style can be successful in managing organizations (Ebrahim Mazarei & Nourbakhsh, 2013) and employees who work outside of their jobs but also proactively step out of their responsibilities for the organization that brings upbringing (Howladar & Rahman, 2021).

Servant leadership has a positive influence on organizational commitment (Retno et al., 2020); Ekhsan & Aziz, 2021). Meanwhile (Marisi

Pakpahan, 2021) suggests that there is no influence of servant leadership on organizational commitment. servant leadership has a positive influence on organizational citizenship behavior (Baety & Rojuaniah, 2022); Simamora et al., 2019); Almahdali et al., 2021); Aprilida et al., 2019). Meanwhile, there is a relationship between organizational commitment and organizational citizenship behavior, as stated by (Organ, D. W., Podsakoff, P. M., MacKenzie, 2005). That high organizational commitment tends to produce higher organizational citizenship behavior. It was also found that organizational commitment has a positive influence on organizational citizenship behavior (Putra & Riana, 2020); Massoud et al., 2020); Ni Kadek Tira Sahyoni, 2020). There is research that focuses on servant leadership, organizational commitment, and organizational citizenship behavior simultaneously (Aprilida et al., 2019); Harwiki, 2016); Setyaningrum, 2017).

This research aims to fill the research gap by studying employees who work in the service sector and researching the implementation of "diuwongke" servant leadership in company leaders in Region 3 Cirebon, West Java, Indonesia. In this research, we also added "diuwongke" as an intervening variable in servant leadership in influencing organizational citizenship behavior with organizational commitment as mediation.

Organizational commitment acts as a mediating variable where organizational commitment mediates the relationship between servant leadership and organizational citizenship behavior. In research conducted by (Howladar & Rahman, 2021) on "The Influence Of Servant Leadership On Organizational Citizenship Behavior: The Mediating Effect Of Organizational Commitment" which was conducted on managers and staff working in private commercial banks (PCB) Bangladesh, the research results stated that organizational commitment has a partial mediating impact on the relationship between servant leadership and organizational citizenship behavior.

Social exchange theory is used as a grand theory in this research, in this context it aims to analyze the role of organizational commitment in mediating the relationship between leadership that serves "diuwongke" and organizational citizenship behavior.

## LITERATURE REVIEW

### A. Servant leadership

Leadership style is one of the factors that influence employee empowerment, where servant leaders strive to be able to grow and develop with unique characteristics such as respecting employees, focusing on employee needs, building friendly relationships, and respecting differences between colleagues.

(Ghalavi & Nastiezaie, 2020). Servant leadership is a leader's understanding and action by prioritizing the interests of others above his personal interests (Laub, 2018). Servant leadership is a leadership style that really pays attention to the growth and dynamics of the lives of its followers, themselves and their community. Thus, leaders prioritize organizational achievements rather than personal ambitions and preferences (Vondey, 2010). A servant leader (Servant Leadership) is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service (Larry C. Spears, 2002).

Dimensions of servant leadership according to (Liden et al., 2008); 2015):

- a. Emotional healing
- b. Creating value for the community
- c. Conceptual skills
- d. Empowering
- e. Helping subordinates grow and succeeds
- f. Putting subordinates first
- g. Behaving ethically

### B. Diuwongke

Diuwongke is a philosophy of life believed by the Javanese-Indonesian people (Zulganef et al., 2023). The individual psychological aspect is when we treat other people with respect (Dewi et al., 2018). The concept of diuwongke is in contrast to Western concepts such as psychological security, distributive justice, and trust. Where diuwongke refers to feeling accepted, respected, and treated humanely (Rahmadani & Schaufeli, 2022). Several researchers show that it is important for a leader to respect employee feelings (Hamstra et al., 2014). Similar to Diuwongke, to improve employee welfare and prevent stress, indicators of the quality of good relationships between leaders and employees are needed (Rahmadani & Schaufeli, 2022).

Jacob Oetama received an award as the best Indonesian CEO in 2003 who led his company in promoting diuwongke (Soelaeman, 2017) (Rahmadani & Schaufeli, 2022). In his interview, he was described as a leader who always paid attention to his employees. Another Indonesian leader who practices diuwongke is Jokowi, who led the city of Solo as mayor during his previous term (Yudha, 2014). The leadership style used by Jokowi is an innovation in implementing public policy by paying attention to humanitarian or diuwongke aspects (Sanusi, 2017).

### C. Organizational Citizenship Behavior

Organizational citizenship behavior is discretionary individual behavior that does not directly and explicitly receive rewards from a formal reward system and that overall drives the effectiveness of organizational functioning (Farh et al., 2004). Organizational citizenship behavior refers to the awareness of individuals or employees to do extra work outside regular working hours, both for personal and organizational purposes. This work not only involves individual efforts but also helps colleagues or collaborating on collective projects (Irfan et al., 2022). The main indicators of OCB according to (Organ, D. W., Podsakoff, P. M., MacKenzie, 2006) (Luh et al., 2019) are as follows:

- a. Altruism
- b. Conscientiousness
- c. Sportmanship
- d. Courtesy
- e. Civic Virtue

### D. Organizational Commitment

Organizational Commitment is the desire of some workers to remain members of the organization. Organizational commitment influences whether a worker remains as a member of the organization or leaves for another job (Wibowo, 2015). (Luthan, 2006) also defines organizational commitment as a strong desire to remain a member of a particular organization, a desire to try hard according to the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals.

The dimensions of organizational commitment according to (Meyer, J. P., Allen, 1997) are:

- a. Affective Commitment
- a. Continuance Commitment
- b. Normative Commitment

Based on a literature review of previous research, the following hypothesis is proposed in this study:

*H1: There is a significant relationship between servant leadership "diuwongke" and organizational citizenship behavior*

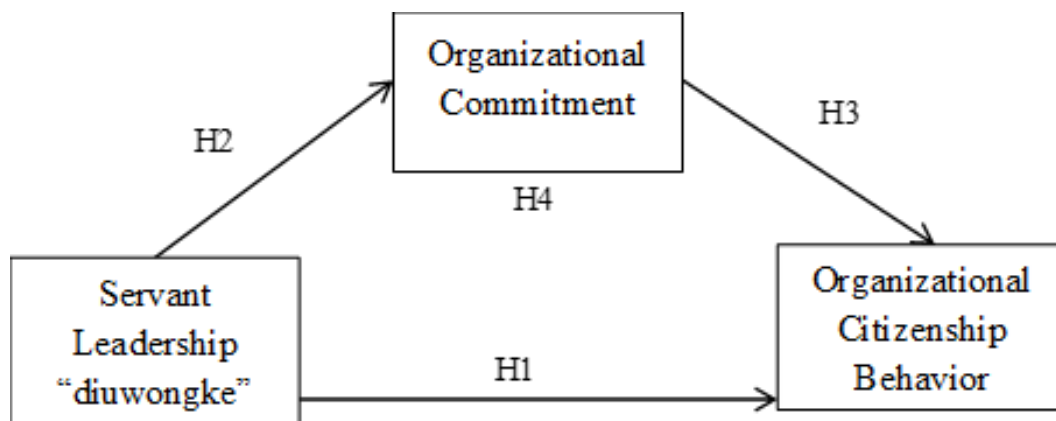
*H2: There is a significant relationship between servant leadership "diuwongke" and organizational commitment*

*H3: There is a significant relationship between organizational commitment and organizational citizenship behavior*

*H4: organizational commitment can mediate the relationship between servant leadership "diuwongke" and organizational citizenship behavior*

## FRAMEWORK

Based on the results of several empirical studies and literature reviews that have been described, the researcher developed a research model as follows:



## METHODOLOGY

The research methodology used in this research is a form of quantitative associative research. According to Sugiyono (2019), associative research is a research problem formulation that asks about the relationship between two or more variables. Quantitative research is a method based on positive philosophy. This method is used to research certain populations or samples, collect data using research instruments, and analyze quantitative/statistical data with the aim of testing predetermined hypotheses (Sugiyono, (2019). Data collection is carried out by distributing questionnaires. Data collected The data collected is processed using descriptive and quantitative analysis tools. The data analysis technique that will be used to analyze the data is the path analysis technique whose statistical processing will be assisted by the Smart PLS 3 program.

The population in this study are employees who work in the service sector in Region 3 of Cirebon, the population of which is not known for certain.

Determining the sample if the population is unknown is recommended at least four or five times the total number of statements or variable items used in the research (Hair et al., 2014). Thus,  $N = 5 \times Q$ , where N represents the sample size and Q is the number of statements. This research includes a total of 31 statement indicators. So the samples used were 155 samples. The sampling technique used in this research is a non-probability sampling technique. The purpose of sampling is to save costs, time, and energy. However, sampling must be carried out in such a way that it reflects the actual population. The non-probability sampling technique used by researchers is the purposive sampling technique. The definition of purposive sampling is a technique for determining samples with consideration of the inclusion criteria and exclusion criteria that have been determined by the researcher.

## RESULT AND DISCUSSION

### *Respondent Characteristics*

This research analyzes 155 employees who work in the service sector of Region 3 Cirebon. This research collects data regarding the age and gender of respondents. The following section explains the characteristics of the respondents. Based on the results of the analysis presented in Table 1, the majority of respondents in this study were employees aged between 20-30 years (72%), followed by those aged >30 years (17%), and those aged <20 years (11%). Based on the gender of the respondents, 30% were men and 70% were women

**Table 1. Description of Respondent Characteristics**

<b>Characteristics</b>	<b>Category</b>	<b>Freuency</b>	<b>Percentage</b>
<b>Age</b>	<b>&lt;20 Years</b>	<b>17</b>	<b>11%</b>
	<b>20-30 Years</b>	<b>112</b>	<b>72%</b>
	<b>&gt;30 years</b>	<b>26</b>	<b>17%</b>
<b>Type Sex</b>	<b>Man</b>	<b>47</b>	<b>30%</b>
	<b>Woman</b>	<b>108</b>	<b>70%</b>

**Table 2. Outer Loading**

	<b>Servant Leadership "Diuwongke"</b>	<b>Organizational Commitment</b>	<b>Organizational Citizenship Behavior</b>
SL1	0.558		
SL2	0.863		
SL3	0.732		
SL4	0.738		
SL5	0.762		
SL6	0.681		
SL7	0.617		
OC1		0.508	
OC2		0.848	
OC3		0.782	
OC4		0.686	
OC5		0.700	
OC6		0.855	
OC7		0.814	
OC8		0.755	
OC9		0.912	
OCB1			0.630
OCB2			0.823
OCB3			0.813
OCB4			0.769
OCB5			0.881
OCB6			0.791
OCB7			0.757
OCB8			0.730
OCB9			0.708
OCB10			0.710
OCB11			0.611
OCB13			0.579
OCB14			0.569
OCB15			0.710

Convergent validity testing is carried out by looking at the outer loading and factor loading values. The indicators used can be said to be valid if they have a factor loading value greater than 0.7. In the initial stages of research on developing a measurement scale, the factor loading value of 0.50.6 was still acceptable (Ghozali, 2014). From the picture above it can be seen that the outer loading value between the indicator and the statement item is above 0.7 so it can be said that the statement item is valid, but there are also those below 0.7, the item can still be said to be valid because it is still greater than 0.5. However, factors with loading values below 0.5 must be eliminated (Chin, 1988). There is one indicator that was eliminated in this research, namely the OCB statement item 12 (Organizational Citizenship Behavior).

*Construct Reliability Test*

This research conducted a reliability test on Partial Least Square (PLS) analysis using the Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE) methods. The results of PLS data processing show that the data meets the AVE value requirements for the reflective construct, with a value of more than 0.5 (Barati et al., 2019). In addition, Cronbach's value

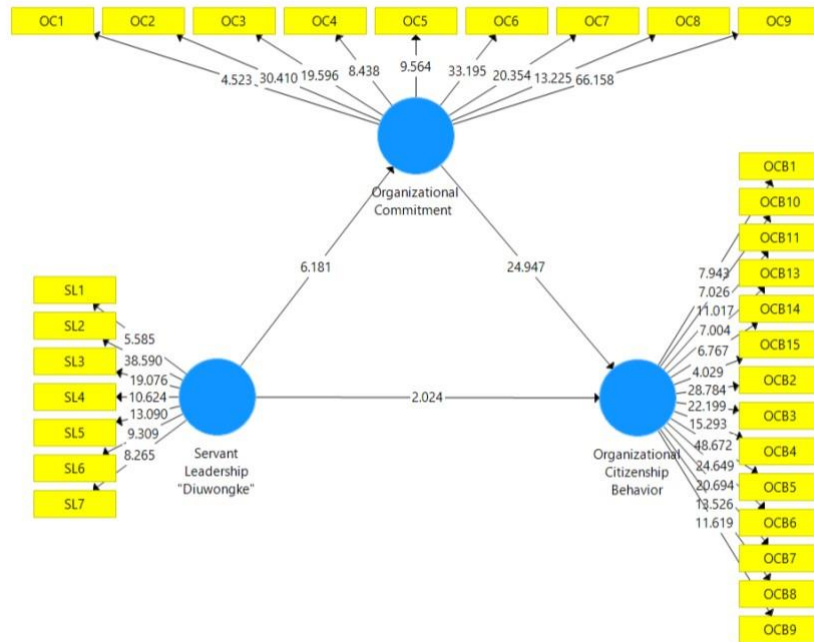
Alpha and composite reliability also show a good level of reliability, each more than 0.7 (Sarstedt et al., 2017).

Table 3. Reliability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>(AVE)</b>
Servant Leadership "Diuwongke"	0.838	0.877	0.509
Organizational Commitment	0.911	0.928	0.594
Organizational Citizenship Behavior	0.922	0.933	0.506

Composite reliability and Cronbach Alpha for each variable are greater than the specified standard value, namely 0.7 or more, so it can be concluded that all variables meet when used to measure construct variables and are suitable for use in further analysis. Apart from that, table 3 shows that the AVE value for each variable tested is greater than 0.5, which shows that all variables in this study meet the discriminant validity criteria. Based on these criteria, it is proven that all variables in this study meet the construct reliability criteria that have been explained.

Path Coefficient Figure 1. Path Coefficient



*R-Square Inner Model*

The R-square value is a value that shows the ability of exogenous variables to build endogenous variables. According to Chin et al (2008), there are three categories of R-square values, where if the R-square value is below 0.33 it means the relationship between exogenous variables in forming endogenous variables is weak, if 0.33 means the relationship is moderate (Moderate), and if the value 0.67 means the relationship is strong.

Table 4. R-Square

	R Square	R Square Adjusted
Organizational Commitment	0.380	0.376
Organizational Citizenship Behavior	0.905	0.904

The table above explains that the Organizational Commitment variable contributes to the moderate classification, while the Organizational Citizenship Behavior variable confirms that the model significantly contributes to explaining the factors that influence this variable.

*Direct Effect (Direct Effect) Table 5. Direct Effect Test Results*

Hypothesis		Sample Mean (M)	(STDEV)	T Statistics	P Values	Information
H1	Servant Leadership "Diuwongke" -> Organizational Citizenship Behavior	0.096	0.054	2.024	0.043	Supported
H2	Servant Leadership "Diuwongke" -> Organizational Commitment	0.616	0.100	6.181	0,000	Supported
H3	Organizational Commitment ->	0.891	0.035	24.947	0,000	Supported
Organizational Citizenship Behavior						

*H1: Servant Leadership "Diuwongke" on Organizational Citizenship Behavior*

**The results of hypothesis testing and data processing show that Servant Leadership "Diuwongke" has a positive and significant effect on Organizational Citizenship Behavior. These results refer to the T-table value of the influence of Servant Leadership "Diuwongke" on Organizational**

Citizenship Behavior, which is 2.204. This value is greater than 1.96, and the p-value is 0.043 which is smaller than 0.05. The above results are in line with research conducted by (Monica et al., 2024); (Puspasari, 2023). It can be concluded that their leaders always provide support for their tasks, empower employees with every opportunity to develop skills, and apply "Diuwongke" leadership, namely an attitude of respecting humans as fellow human beings that can increase OCB, so that employees tend to show higher levels of extra-role behavior in the workplace.

Organizational Characteristic Behavior (OCB), also known as behavior supports efficient organizational operations, although not directly or publicly recognized through the organization's formal reward structure, this is because OCB behavior is often internally motivated and supported by the employee's innate need to feel fulfilled. , knowledgeable, involved, or connected to the organization (Ma et al., 2023). Employees often feel obliged or responsible to demonstrate OCB in return for the psychosocial attention they experience or observe from their managers (supervisors)/leaders (Nghah et al., 2023). Therefore, it is hoped that company leaders will focus one by one on their employees, especially on the needs, interests, and goals of the employees (Ruiz-Palomino et al., 2023). This virtue model combined with diuwongke will likely foster virtuous individual-level OCB to help build task-focused communities.

*H2: Servant Leadership "Diuwongke" on Organizational Commitment*

The results of hypothesis testing and data processing show that Servant Leadership "Diuwongke" has a positive and significant effect on Organizational Commitment. This result refers to the T-table value of the influence of Servant Leadership "Diuwongke" on Organizational Commitment, which is 6.181. This value is greater than 1.96, and the p-value is 0.000 which is smaller than 0.05. The results above are in line with research conducted by (Nendah et al., 2020); (Purwanto et al., 2023). That leaders are reluctant to jump directly into helping subordinates and are oriented towards serving their subordinates, combined with leadership leadership, employees can form a positive circle that forms commitment. Commitment is one of the impacts of servant leadership, organizational commitment is an effective response to the organization.

The term diuwongke in the context of servant leadership is the leader's behavior representing employees' perceptions about being treated with dignity and respect in the workplace in Java-Indonesia (Wiroko & Murty, 2024). In other words, Servant Leadership "Diuwongke" is a new leadership style that is passionate about providing service to others. This service is provided in synergy with employees, after which the sense of togetherness is shared with other employees. So they can work together to make decisions with formed organizational commitment (Lemoine & Blum, 2021). Because leaders who serve can describe moral qualities and can be role models for their employees (Teguh Setiadi et al., 2023). Ma et al., (2023) in their research said that employees with servant leaders are less likely to have poor organizational commitment and be threatened by violations of their identification with the organization. Therefore, leaders need to have a service attitude, so that the organizational commitment of all employees is maintained.

*H3: Organizational Commitment terhadap Organizational Citizenship Behavior*

The test results and data processing show that

Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. This result refers to the T-table value of the influence of Organizational Commitment on Organizational Citizenship Behavior, which is 24,947. This value is greater than 1.96, and the p-value is 0.000 which is smaller than 0.05. This indicates that the level of employee commitment to the organization is influenced by OCB behavior. The higher the organizational commitment, the higher the employee's OCB, and conversely, the lower the organizational commitment, the lower the employee's OCB. This is in line with research conducted by (Erdilek Karabay, 2014; Hadiwijaya, 2024).

Organizational commitment is a function of personal characteristics and situational functions related to the work environment or organization. Organizational commitments are made and mutually agreed upon to make it

easier to achieve organizational goals, provide rewards, and determine punishments. In this way, the signs formed can be used as guidelines for employees in carrying out their duties, principles, and functions (Nurjanah et al., 2020). Therefore, to increase OCB in employees, there must be a match between wages according to workload, and maintaining the work environment, which will increase employee OCB behavior (Agus Purwanto et al., 2021). (Rulianti & Pardede, 2022) explained in their research that when work commitment and OCB behavior in the company is carried out well, it will make employees loyal to their work and maintain their position to improve their performance in the company which will automatically improve the company's performance.

*Indirect Effect (Indirect Influence) Table 6. Indirect Effect Test Results*

Hypothesis		Sample Mean (M)	(STDEV)	T Statistics	P Values	Information
H4	Servant Leadership "Diuwongke" -> Organizational Commitment -> Organizational Citizenship Behavior	0.549	0.095	5.740	0,000	Supported

*Hypothesis 4: Organizational Commitment mediates the influence of Servant Leadersgip "Diuwongke" on Organizational Citizenship Behavior*

The results of the data analysis presented in Table 6 show that the T-Table value and the influence of servant leadership "diuwongke" on organizational citizenship behavior through organizational commitment is 5,740 which is greater than 1.96 and the p-value is 0.000 which is smaller than 0.05. Therefore, these data show that organizational commitment can mediate the influence of servant leadership "diuwongke" on organizational citizenship behavior, or in other words, Hypothesis 4 is supported. The results of this research are supported by research (Howladar & Rahman, 2021); Wahdania et al., 2022; Walumba et al., 2010). Managers or leaders can implement SL which will ultimately increase employee OC and OCB. Employee-oriented leaders empower employees, develop them, and increase loyalty. Therefore, this leadership can improve employee and organizational performance in today's highly competitive technology-based business situation.

When combined between SL and "Diuwongke" is how leaders always respect the dignity and status of employees, delegate authority, provide and pay attention to individual development but consider themselves the same as other people even though they have leader status (Khajehpour et al., 2016;

Pasaribu & Yuwanto, 2021). Servant leadership impacts organizational commitment, OCB, and employee performance. Employees must be strengthened by protecting them from outside interference, better rewards, and maintaining the value of honesty (Harwiki, 2016). So it can be concluded that organizational commitment can mediate the relationship between servant leadership "diuwongke" and organizational citizenship behavior.

## LIMITATIONS OF FUTURE RESEARCH

Data collection using purposive sampling is the main limitation of researchers who fail to generalize the results. All data collected only consists of employees in the Cirebon 3 region services sector to ensure data consistency. The sample only consists of employees in the Cirebon 3 region services sector, which appears to be more homogeneous. In this way, researchers in the future can cover other fields apart from the service sector, and researchers can also expand the research population area, for example from various regions or countries.

Among the respondents, ninety-nine percent of the data was obtained from working-class employees. Researchers can then examine upper-level company employees or even employees who have at least a bachelor's degree to explore how "Diuwongke" SL affects people with a high level of education.

The impact of "Diuwongke" SL on various dimensions of OC and OCB was not revealed in this study. Future research efforts could investigate the relationship between "Diuwongke" SL and different aspects of OC and OCB.

## CONCLUSION

SL and "Diuwongke" are combined to ensure that leaders always treat their followers with dignity and respect, assign responsibility, focus on personal growth, and view themselves as equals to others. Thus, leaders consider SL to be able to create positive attitudes and improve employee and organizational performance in highly competitive business situations. The impact of servant leadership has a positive impact on employees with employees showing their commitment to the organization. Apart from that, servant leadership can make employees show high levels of extra-role behavior in the workplace.

The success of an organization is very important for organizations that want to achieve long-term competitive advantage so that they can adapt to environmental changes. This success can certainly be supported by the way the leader applies the leadership style used as an approach with employees. The approach taken by this leader is aimed at empowering and developing employees as well as how to retain talented employees.

SL along with diuwongke will likely foster virtuous individual-level OCB to help build task-focused communities. The development efforts carried out by the organization through the SL program, accompanied by diuwongke, are trying to maintain the quality of good relationships between leaders and employees to prevent work stress, focusing on encouraging empowerment and loyalty, giving awards to employees, maintaining equal pay and workload and maintaining a healthy work environment. Good.

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