

The Role of Organizational Commitment in the Influence of Servant Leadership and Perceived Organizational Support on Organizational Citizenship Behavior Among Employees at the Banyumas District Health Office

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ABSTRACT

This study aims to examine the influence of Servant Leadership and Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB), with Organizational Commitment as a mediator, among employees at the Banyumas District Health Office. The research employs a quantitative approach with saturated sampling, involving 110 respondents. Data were analyzed using the Structural Equation Modeling - Partial Least Squares 3.0 method to test the relationships between variables. The findings reveal that Servant Leadership, Perceived Organizational Support, and Organizational Commitment have a positive and significant effect on OCB. Additionally, Servant Leadership and POS positively and significantly influence Organizational Commitment. Furthermore, Servant Leadership and POS positively and significantly impact OCB through Organizational Commitment.

INTRODUCTION

Advancements in the era of globalization demand that employees work productively and professionally in every organization (Athar, 2020). Employees are considered the main element in government organizations, serving as planners and key actors in every activity conducted. This is because employees possess dynamic and complex characteristics, actively contributing to efforts aimed at achieving organizational goals (Istiqhoro et al., 2022). Previously, during the Jokowi administration, the relocation of civil servants (ASN) to the Nusantara Capital City (IKN) was planned for September 2024. However, this schedule was postponed several times due to the need to await the development of the ecosystem. Subsequently, under President Prabowo's administration, a new scheme was required due to changes and additions to the nomenclature of ministries, which inevitably impacted the staffing structure (Tempo.co, 2025). Competent employees will develop organizational commitment when organizational support is adequately provided (Khurniawan et al., 2023). In the current era, civil servants (ASN) are seen by the government not only as resources but also as strategic assets and capital that need to be developed and managed as best they can in order to improve the standard of public services (Madya, 2019). As public and state employees, civil servants (ASN) are in charge of carrying out their responsibilities and giving the community the finest services possible. To achieve excellent governance, a precise, transparent, and quantifiable accountability framework must be developed and put into place (Lestari & Santoso, 2022).

Efforts to achieve organizational excellence and goals rely heavily on the role of competent employees. The presence of employees who can meet organizational needs with full responsibility will support the success of an institution, particularly within the government sector (Sari & Farisi, 2024). In addition, in the context of public services, the government plays a vital role in meeting the daily basic needs of society through the delivery of effective services. The preparation of Civil Servants (ASN) in the future must enable them to compete in a rapidly evolving world. This requires being equipped with exceptional quality and expertise to enhance the standard of services provided to the public (Rahayu & Barlian, 2023). One of the tasks of public institutions, which plays a role in serving the community by directly engaging in the field, encourages employees to work maximally according to their main duties and expects employees to be willing to engage in activities outside their work responsibilities, or organizational citizenship behavior (Sari et al., 2024).

The Banyumas Regency Health Office is a government institution in the health sector. Its main task is to assist the Regent of Banyumas in carrying out government affairs in the health sector, which includes public health, disease prevention and control, health services, and health resources (Dinkominfo Kab. Banyumas, 2025). Compared to other regencies that are more homogeneous, Banyumas has cultural diversity and local values that influence organizational dynamics. Research at the Banyumas Health Office is potentially more applicable because its characteristics represent other regencies with similar levels of economic development and governance (Dinas Kesehatan Banyumas, 2023). he

achievement of organizational goals that drive the effective functioning of the organization is influenced by several variables, one of which is OCB behavior (Sandora & Yasni, 2024).

"Voluntary individual behavior that is not directly or explicitly acknowledged by formal reward systems and that collectively promotes the effective functioning of the organization" is the definition of OCB. (1988) Organ in (Pham et al., 2024). Motivation, competency, leadership, perceived organizational support (POS), organizational commitment, and other elements are some of the numerous variables that might affect organizational citizenship behavior. According to public sector studies, perceived organizational support, organizational commitment, and servant leadership are increasingly often accepted as significant determinants of organizational citizenship behavior, particularly among civil servants. as Sari (2022) , Fitriadi & Nugraha (2022), Ningrum & Mayalangi (2022), Puspasari (2023) and Lubis, (2022).

In the realization of life expectancy performance in Banyumas Regency in 2023, the target has been achieved with a performance achievement of 100.37% and a very high performance rating of 74.2. However, there is a significant issue with other performance indicators, namely the Maternal Mortality Rate (MMR). In the same year, the MMR was recorded at 91.93 per 100,000 live births, far above the target set at 66.50 per 100,000 live births. This achievement reflects a low result with a percentage of 61.76% (Dinas Kesehatan Banyumas, 2023). The discrepancy between the target and the actual results indicates the need to improve employee effectiveness in OCB behavior, ensuring they perform their roles and responsibilities optimally, even going beyond them, such as helping colleagues complete their tasks and taking the initiative to offer assistance. This behavior reflects commitment and responsibility towards the organization beyond the scope of their job roles (Jonghyun Lee, 2024).

Organizational Citizenship Behavior (OCB) among civil servants (ASN) differs from that of employees in private companies. Civil servants tend to exhibit OCB through adherence to regulations and assisting colleagues in achieving organizational goals (Ningrum & Mayalangi, 2022). In private companies, OCB is more influenced by interpersonal relationships, incentives, and achievement targets (Sari, 2022). This is because OCB refers to employees' roles outside of their job descriptions, performed with the goal of advancing the organization (Kamil & Rivai, 2021). One of the variables that influences OCB is servant leadership. In the existing phenomenon, the Maternal Mortality Rate (MMR) in 2023 was far above the target, with an achievement of only 61.76% (Dinas Kesehatan Banyumas, 2023). This indicates that the role of servant leadership can play a crucial part in achieving the goals of health programs. In private companies, this variable may not always be the main focus, as work orientation is more geared towards profitability. However, civil servants (ASN) tend to work within a bureaucratic organizational structure with a focus on public service, so servant leadership can play an important role in driving OCB. Servant leadership is a leadership style designed to address leadership crises, particularly related to the declining trust of followers in the example set by their leaders (Puspasari, 2023).

Based on previous studies (Ramdani et al., 2023), (Manora et al., 2021), (Purnomo & Yao Tung, 2022) and (Subhaktiyasa et al., 2023) it was found that servant leadership has a positive and significant effect on Organizational Citizenship Behavior. However, this differs from the research conducted by (Mach Fira, 2023) and (Sari et al., 2024) which showed that servant leadership does not have an effect on organizational citizenship behavior.

According to Dinkominfo Kab. Banyumas (2025), there were 132,354 visitors to the Banyumas Health Office up to 2025, indicating that perceived organizational support may boost OCB behavior toward ASN workers (Sari, 2022). This accomplishment shows that workers get organizational assistance from government-established facilities, rules, and policies. This will strengthen OCB behavior and enhance their opinion of the company, resulting in a more favorable work attitude (Jongchul & Kim, 2024). According to Ayu et al. (2022), perceived organizational support is the assistance that an organization offers which evaluates how much it appreciates contributions, cares about well-being, listens to grievances, takes into account the lives of its workers, and treats them fairly. According to Hidayanti et al. (2020), workers who get organizational assistance are happier and more engaged at work. Previous research has shown that perceived organizational support has a favorable impact on OCB (Ayu et al., 2022; Charli & Sopali, 2022; Sari, 2022).

As for organizational citizenship behavior, studies by Fatmasari & Rozaq (2023) and Sari & Farisi (2024) found no discernible impact. Since perceived organizational support and servant leadership are not the primary determinants of OCB, organizational commitment is used in this research as a mediating variable. According to other studies (Sari, 2022; Howladar & Rahman, 2021; Wahdania et al., 2022), the link between servant leadership and perceived organizational support on OCB might be mediated by organizational commitment. One element that may have an impact on OCB is organizational commitment. Compliance and assisting coworkers are common examples of OCB conduct in the context of civil servants (ASN), when workers feel obligated to serve the community in accordance with their state-mandated responsibilities. Employees at private firms, on the other hand, are more likely to be emotionally attached to their company, which makes affective commitment more prevalent (Sari, 2022). According to Hermawan et al. (2024), organizational commitment may be defined as employee engagement, which is defined by a strong commitment to the organization and a readiness to work hard to accomplish organizational objectives. According to research by Ningrum and Mayalangi (2022) and Putri and Suhana (2024), organizational commitment has an impact on OCB. But according to Rahayu and Yanti (2020), OCB is unaffected by organizational commitment. According to Manora et al. (2021), in order to develop organizational citizenship behavior among workers, all organizational commitment variables must work properly.

Based on the performance achievements of employees at the Banyumas Health Office in 2023, discrepancies and inconsistencies were found in previous research results, indicating a research gap. Therefore, further studies are needed to clarify the influence of these variables. This study is a development of research

by (Howladar & Rahman, 2021) which stated that servant leadership has a positive effect on OCB mediated by organizational commitment. It also incorporates the perceived organizational support variable, previously studied by (Ayu et al., 2022) which indicated an influence on OCB. This has motivated the researcher to analyze the influence of servant leadership and perceived organizational support on organizational citizenship behavior, with organizational commitment as a mediator, among employees at the Banyumas Health Office.

LITERATURE REVIEW

Social Exchange Theory (SET)

The Social Exchange Theory describes interactions between individuals as a series of exchanges based on the principle of reciprocity, considering the rewards and costs derived from the interaction (Homans, 1961). Blau (1967) concept of social exchange focuses on the interactions between individuals or groups aimed at fulfilling needs or obtaining certain benefits. Each individual seeks to gain rewards or benefits perceived as valuable, whether material or non-material. In the workplace, employees evaluate how the organization and leaders treat them, and the fairness of these interactions influences their level of commitment and willingness to engage in voluntary behaviors such as Organizational Citizenship Behavior (Pham et al., 2024). When servant leadership and perceived organizational support are present in an organization, they foster an environment that strengthens mutually beneficial relationships among employees, leaders, and the organization. This encourages employees to demonstrate OCB as a form of reciprocity for servant leadership and perceived organizational support.

The relationship between Servant Leadership and Organizational Citizenship Behavior

Servant leadership is a leadership style that prioritizes the interests of team members and subordinates while helping those around them achieve shared goals. This leadership style stems from sincere feelings, grows from a serving attitude, and focuses on accomplishing tasks together with others (Fitriadi & Nugraha, 2022). Servant leaders encourage their followers to engage in Organizational Citizenship Behavior (OCB) by serving them through the establishment of quality relationships and fostering development and growth (Hoven et al., 2020).

The term "organizational citizenship behavior" (OCB) describes pro-social, functional actions that go beyond official positions and are aimed at people, groups, or the company as a whole. These are helpful activities that don't have explicit organizational guidelines and don't come with clear incentives or penalties. According to Pham et al. (2024), pro-social behaviors that are necessary for organizational success as well as unsuitable or dysfunctional behaviors are not included in OCB. Organizational citizenship conduct is an individual action that improves the organization's operation without being motivated by the organization's incentive system.

Because the practice of servant leadership has been shown to have positive effects for both people and organizations – such as an increase in OCB as a kind of reciprocity – social exchange theory may be connected to it. Employees at the Banyumas Health Office had greater OCBs when servant leadership is applied well. This is consistent with studies by Manora et al. (2021), Purnomo & Yao Tung (2022), Ramdani et al. (2023), Tentama & Salsabila (2023), and Putri & Suhana (2024) that demonstrate the beneficial and noteworthy effects of servant leadership on OCB.

H1 : Servant Leadership has a positive and significant impact on Organizational Citizenship Behavior.

The Relationship Between Perceived Organizational Support and Organizational Citizenship Behavior

Perceived Organizational Support (POS) refers to beneficial organizational support, such as rewards or favorable working conditions, which contributes more significantly to POS if employees perceive that the positive treatment they receive is voluntary on the part of the organization (Stinglhamber, 2023). This refers to the belief held by employees that the organization cares about them, provides adequate support, and is concerned with their well-being (Ummah, 2022). The explanation provided by (Sari & Farisi, 2024) can be linked to the social exchange theory as a reciprocal behavior performed by employees. When employees feel supported by the organization, their attitude will reflect greater satisfaction with their job responsibilities, which in turn will enhance Organizational Citizenship Behavior (OCB) within the organization. Therefore, the higher the perceived POS, the more it will increase OCB among employees at the Banyumas Health Office. This is supported by the findings of studies by (Ayu et al., 2022), (Sari, 2022), (Leonardi et al., 2023) and (Alshaabani et al., 2021) which show the influence of perceived organizational support on OCB.

H2 : Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior.

The Relationship Between Organizational Commitment and Organizational Citizenship Behavior

According to Yeh (2019), organizational commitment is an attitude that is connected to work outcomes and the harmony between the amount of effort put out and the achievements attained. According to Hermawan et al. (2024), organizational commitment also includes the ambition to stay employed by the company and the drive to try one's hardest at duties. High organizational commitment workers are eager to take on extra work in addition to completing their assigned responsibilities; here is where the social exchange theory might be useful (Nuzula et al., 2022). According to research (Sari, 2022), (Manora et al., 2023), and (Narwastu et al., 2023) that demonstrates a positive and significant influence of organizational commitment on organizational citizenship behavior, the more committed Banyumas Health Office employees are to the organization, the more OCB behavior will be enhanced.

H3: Organizational Citizenship Behavior is positively and significantly impacted by organizational commitment.

The Relationship Between Servant Leadership and Organizational Commitment

Servant leadership is a leadership style rooted in sincerity and a deep drive to serve, with placing the service to others as the top priority (Hamzad et al., 2024). Servant leadership demonstrates concern for employees' well-being and encourages their engagement in work, which ultimately leads employees to have a higher commitment to the organization as a form of reciprocity towards the organization (Khurniawan et al., 2023). The better the servant leadership, the more it will increase employee commitment to the Banyumas Health Office. This is in line with the research conducted (Susanto, 2022), (Howladar & Rahman, 2021) and (Harsanto & Susanti, 2021) which shows that servant leadership has an effect on organizational commitment.

H4 : Servant Leadership has a positive and significant effect on Organizational Commitment.

The Relationship Between Perceived Organizational Support and Organizational Commitment

An individual's view and impression that the organization appreciates their efforts, supports its members, and is concerned about their future and well-being is known as perceived organizational support (Asgari et al., 2020). As a kind of social transaction, POS creates a balance in the connection between the firm and its workers, which in turn fosters the growth of good attitudes and behaviors that support the employees' dedication to the company (Narwastu et al., 2023). Therefore, workers' organizational commitment to the Banyumas Health Office will increase in proportion to their degree of POS. This is consistent with studies showing that perceived organizational support has a favorable and substantial impact on organizational commitment (Ayu et al., 2022; Narwastu et al., 2023; Pratiwi & Muzakki, 2021).

H5: Organizational commitment is positively and significantly impacted by perceived organizational support.

Organizational Commitment as a Mediating Role

According to this research, OCB may be influenced by organizational commitment, which is linked to servant leadership and perceived organizational support. Organizational commitment is implicitly assumed to act as a mediator in the interaction between OCB, perceived organizational support, and servant leadership (Yeh, 2019). Additionally, a number of earlier studies – including Sari (2022), Ayu et al. (2022), Ferdinan & Dewi (2024), Howladar & Rahman (2021), and Wahdania et al. (2022) – support this expectation by showing that organizational commitment can mediate the relationship between OCB, servant leadership, and perceived organizational support.

H6 : Through organizational commitment, servant leadership significantly and favorably influences organizational citizenship behavior.

H7 : Through organizational commitment, perceived organizational support significantly and favorably influences organizational citizenship behavior.

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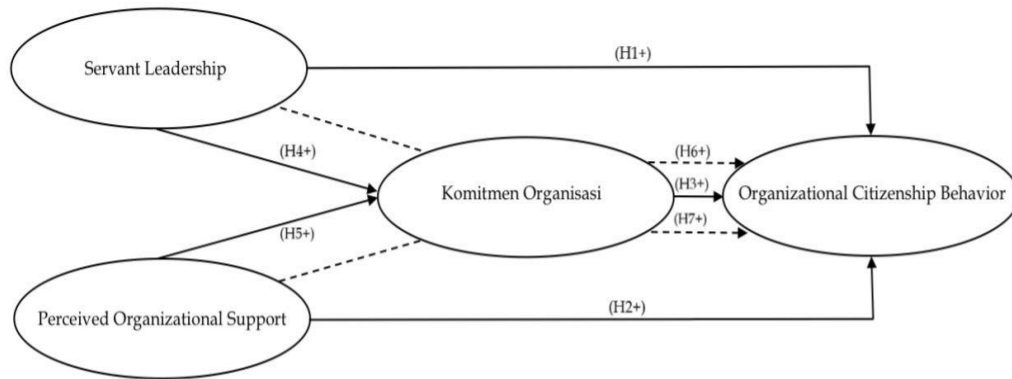


Figure 1. Conceptual Model

METHODOLOGY

This study describes characteristics including organizational commitment, perceived organizational support (POS), servant leadership, and organizational citizenship behavior utilizing a quantitative research technique and survey method. According to Nwogu (2011), as cited in (Andhila et al., 2023) the indicators of servant leadership include agape love (care), humility, altruism, vision, trust, empowerment, and service. Based on (Kurtessis et al., 2017), there are three main determinants of POS: organizational justice, support from members/leaders of the organization, and rewards as well as working conditions. For OCB, there are five indicators: social care (altruism), employee performance exceeding minimum standards (conscientiousness), being positive and supportive (sportsmanship), respect (courtesy), and voluntary participation (civic virtue), as described by Titisari (2014) in (Manora et al., 2021). Meanwhile, organizational commitment has three indicators, according to (Sopiah, 2008) in (Manora et al., 2021) employee willingness, employee loyalty, and pride in the organization.

Field data collection was used to directly gather data from Banyumas Regency Health Office staff members who participated in the research as respondents. The study's population included 110 workers from the Banyumas Regency Health Office. Saturated sampling was the sampling strategy used. Saturated sampling is a sampling approach in which every member of the population is utilized as the sample, according to Sugiyono (2013). When the population is small or the study's goal is to identify trends with the least amount of error, this method is often used. All 110 of the population's workers were included in the sample since the study's population is small and the researcher wants to generalize with the least amount of inaccuracy.

A survey of closed-ended statements on a Likert scale from 1 to 5 was used to gather data. The statements were classified as follows: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. The study design, hypotheses, and phenomena all influenced the choice of data analysis method. Structural Equation Modeling - Partial Least Squares (SEM-PLS) was used to examine the gathered data and determine how the variables related to one another.

RESEARCH RESULT

Characteristics of Respondents

An in-depth demographic analysis of the 110 respondents, who are employees at the Banyumas Regency Health Office, provides a better understanding of their backgrounds. Female respondents represented a larger proportion compared to male respondents, with 80 individuals (72.73%) being female. The difference in the number of male and female employees does not significantly influence the Organizational Citizenship Behavior (OCB) of employees at the Banyumas Regency Health Office. This is because the responsibilities of serving the community do not require tasks to be performed exclusively by either male or female employees (Manora et al., 2021). The majority of the respondents in this study are from the age group of 31-40 years. Employees in this age range are typically more open to acquiring new knowledge and experiences. They also tend to be more active in their work, enabling them to complete tasks more efficiently and often exceed the targets or limits set (Manora et al., 2021).

The majority of the respondents highest level of education is a Bachelor's degree (S1), with 80 employees. The higher the level of education attained, the more effective they are in performing their tasks and duties. Most of the employees at the Banyumas Health Office have worked for more than 5 years, which helps maintain organizational commitment and fosters a habit of engaging in behaviors beyond their formal duties. There are 78 civil servants (PNS) (70.90%) and 32 employees with a contract status (29.10%).

Measurement Model Analysis (Outer Model)

Validity Test

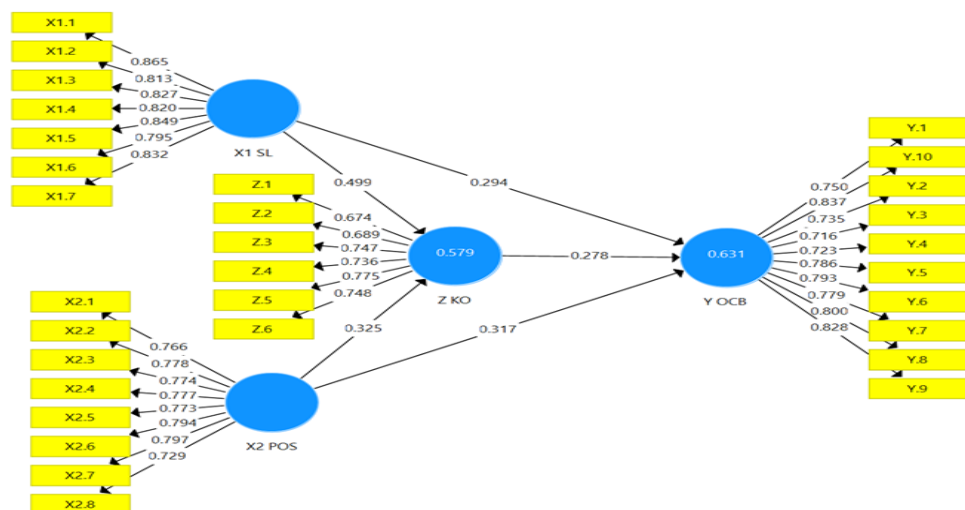


Figure 2. Validity Test

The validity of the indicators used to measure variables is examined using convergent validity. As a general rule, an indicator is deemed legitimate if its loading factor (LF) is above 0.7. Nonetheless, LF values in the range of 0.5 to 0.6 are still appropriate for developmental studies (Haryono, 2016). The correlation between an indicator and its hidden variable may be explained by a number known as outer loading. All of the study's indicators are legitimate, according to

the data processing findings. All of the variables in this study have AVE values that are higher than the minimum threshold of 0.5, according to the Average Variance Extracted (AVE) calculation: Servant Leadership (0.687), Perceived Organizational Support (0.599), Organizational Citizenship Behavior (0.602), and Organizational Commitment (0.532). This shows that every variable's AVE value satisfies the requirements for convergent validity.

To determine if each idea of the variables is different from other variables, discriminant validity is utilized. If there is a stronger connection between the concept and its measurement items than there is between other constructs, the model has excellent discriminant validity. Table 1 displays the SmartPLS result for the Fornell-Larcker criteria values.

Table 1. Values Fornel Larcker

	SL	POS	OCB	OC
Servant Leadership	0,829			
Perceived Organizational Support	0,697	0,774		
Organizational Citizenship Behavior	0,717	0,709	0,776	
Organizational Commitment	0,725	0,672	0,704	0,729

Source : Data Processed 2024

Each variable's square root of the AVE must be higher than the correlation between that variable and the others, according to the Fornell-Larcker Criterion (Hair et al., 2017). The discriminant validity test findings indicate that there is a stronger association between the latent variable and itself than there is between other latent variables. This shows that the model satisfies the requirements for high discriminant validity.

Reliability Test

Cronbach's Alpha and Composite dependability ratings are used to assess construct dependability. Every construct should have a Cronbach's Alpha value of at least 0. (Haryono, 2016).

Table 2. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite reliability
Servant Leadership	0,924	0,939
Perceived Organizational Support	0,904	0,923
Organizational Citizenship Behavior	0,926	0,938
Organizational Commitment	0,824	0,872

Source : Data Processed 2024

In Table 2, the Cronbach's Alpha values for all constructs are greater than 0.7, which allows us to conclude that the indicators are consistent in measuring their respective constructs.

Structural Model Test

In a regression model, R-Square is used to gauge how well the dependent variable was predicted. Organizational Citizenship Behavior (OCB) has an R-Square value of 0.631, meaning that 63.1% of OCB is influenced by Servant Leadership, Perceived Organizational Support, and Organizational Commitment. In the meanwhile, factors not included in this research have an impact on the remaining 36.9%. Organizational Commitment's R-Square value is 0.579, which indicates that OCB, perceived organizational support, and servant leadership account for 57.9% of the variance in organizational commitment. Thus, other factors have an impact on the remaining 42.1%.

F-Square

According to (Haryono, 2016), the F-Square value can be considered weak if ≥ 0.02 , moderate if ≥ 0.15 , and strong if ≥ 0.35 . The F-Square value indicates the effect and is used as a measure to determine the reverse of the model. Servant Leadership affects on OCB of 0.093 (weak) and on organizational commitment of 0.304 (moderate). POS affects on OCB of 0.124 (weak) and on organizational commitment of 0.129 (weak). Organizational commitment affects on OCB of 0.088 (weak). It can be concluded that Servant Leadership, POS, and Organizational Commitment have a weak effect on OCB, indicating that these three variables are suitable for further research with a different object.

Hypothesis Test

The t-statistic value and the probability obtained through the bootstrapping results are analyzed for hypothesis testing. The criteria applied are t-statistics > 1.96 and a significance level of p-value < 0.05 (Haryono, 2016). The SmartPLS output for the hypothesis testing bootstrapping analysis is shown in Table 3.

Table 3. Hypothesis Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
SL -> OCB	0,294	2,234	0,013	H1 Accepted
POS -> OCB	0,317	2,995	0,001	H2 Accepted
OC -> OCB	0,278	2,476	0,007	H3 Accepted
SL -> OC	0,499	5,356	0,000	H4 Accepted
POS -> OC	0,325	3,223	0,001	H5 Accepted
SL -> OC-> OCB	0,139	2,129	0,017	H6 Accepted
POS -> OC -> OCB	0,090	1,924	0,027	H7 Accepted

Source : Data Processed 2024

The following assumptions are accepted based on Table 3: Servant Leadership's effect on OCB (H1) has a significant P-value of 0.013; POS's effect on OCB (H2) has a significant P-value of 0.001; Organizational Commitment's effect on OCB (H3) has a significant P-value of 0.007; Servant Leadership's effect on Organizational Commitment (H4) has a significant P-value of 0.000; POS's effect on Organizational Commitment (H5) has a significant P-value of 0.001; the indirect effect of Servant Leadership on OCB through Organizational Commitment (H6) is accepted with a coefficient of 0.017, which is less than 0.05, indicating significance; and POS's effect on OCB mediated by Organizational Commitment (H7) has a significant P-value of 0.027, which is less than 0.05, indicating significance.

DISCUSSION

According to the test findings, servant leadership has a favorable and substantial impact on OCB among Banyumas Health Office staff members. This implies that workers' OCB conduct will improve as servant leadership grows. This is due to the fact that civil servants (ASN) often operate in settings that prioritize public service. Leaders and their workers have a reciprocal, non-material social connection, according to the social exchange hypothesis (Blau, 1967). Manora et al. (2021), Howladar & Rahman (2021), and Ramdani et al. (2023) all corroborate these results by claiming that servant leadership significantly and favorably affects OCB. The results of the study show that POS has a favorable and substantial impact on OCB. This implies that workers are more likely to participate in OCB if they have a greater degree of perceived organizational support (POS). Civil servants (ASN) are more likely to exhibit OCB when they believe that the organization is supporting them well, as shown by equitable policies, performance reviews, and consideration for their well-being. Social Exchange Theory (SET), which stresses mutual, non-material interactions, might be connected to this connection. These findings align with earlier research conducted by Leonardi et al. (2023), Ramdani et al. (2023), and Sari (2022).

The findings of the investigation show that OCB is favorably and substantially impacted by organizational commitment. Even in the absence of outside pressure, civil servants (ASN) who exhibit a high degree of organizational commitment are more likely to carry out their responsibilities willingly. This is especially true in fields like the Health Service Department, where organizational dedication is essential due to the fact that their work directly affects public service and societal welfare. This research supports the results of Howladar & Rahman (2021), Sari (2022), and Fatmasari & Rozaq (2023), which emphasize the impact of organizational commitment on OCB.

According to this research, organizational commitment is favorably and substantially impacted by servant leadership. To put it another way, the Banyumas Health Department staff members' organizational commitment is strengthened as servant leadership grows. Social exchange theory states that as leaders improve their service to members, staff members become more dedicated to the company. These results are consistent with studies by Wahdania et al. (2022), Simamora et al. (2022), and Howladar & Rahman (2021)

that demonstrate the substantial impact of servant leadership on organizational commitment.

The analysis's findings show that POS has a favorable and substantial impact on organizational commitment. At the Banyumas Health Department, staff members' dedication increases with POS level. Civil servants' feeling of accountability and dedication to the company are increased when they experience high levels of organizational support, such as via equitable policies, performance reviews, career development opportunities, and consideration for their personal well-being. These results align with the research conducted by Ayu et al. (2022) and Ferdinan & Dewi (2024).

Through organizational commitment, servant leadership has a favorable and substantial impact on OCB, according to the study results. Employees at the Banyumas Health Department exhibit higher levels of OCB conduct as servant leadership rises, although organizational commitment acts when a mediating factor in this relationship. Studies by Wahdania et al. (2022) and Howladar & Rahman (2021) corroborate this finding. Furthermore, via organizational dedication, POS has a favorable and considerable impact on OCB. This implies that since the company has offered both material and non-material support, workers who are committed to the organization will have a positive perception of perceived organizational support, which in turn improves OCB behavior. These results are consistent with the studies conducted by Ayu et al. (2022) and Ferdinan & Dewi (2024).

CONCLUSIONS AND RECOMMENDATIONS

Based on the results and discussion, it can be concluded that good organizational commitment, servant leadership and perceived organizational support can enhance OCB behavior among employees at the Banyumas Health Office. This shows that social exchange theory can contribute to the relationship between variables as a form of reciprocity from servant leadership and perceived organizational support towards OCB behavior to achieve the Banyumas Health Office's goals in serving the community.

It is recommended that leaders at the Banyumas Health Office continuously improve their role in servant leadership to further increase OCB behavior and organizational commitment among employees. The Banyumas Health Office should also continue to provide support to its employees to maintain and enhance perceived organizational support, thereby strengthening OCB behavior among the staff.

ADVANCED RESEARCH

The study's limitations include its narrow focus on a single public service organization—the Health Department of Banyumas—among the numerous public service institutions in Banyumas Regency, as well as its small sample size of 110 respondents, which may restrict how broadly the results can be applied. 42.1% of the organizational commitment variable's R-square value cannot be explained, suggesting that other variables—like work satisfaction, organizational culture, and connections between superiors and subordinates—may have an impact on organizational commitment. SEM-PLS Version 3.0 was employed in

this work, and it is advised that future research make use of the most recent version of SEM-PLS.

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