

THE ROLE OF JOB ENGAGEMENT MEDIATION IN CONDITIONING SERVANT LEADERSHIP TOWARDS AFFECTIVE COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN GOVERNMENT ORGANIZATIONS IN SOUTH KONAWE REGENCY

Hamzad^{1*}, Nurwati², Endro Sukotjo³, Laode Asfahyadin Aliddin⁴

^{1*}Doctoral Program (PhD) in Manajemen Sciences, Halu Oleo University, Kendari, Indonesia. Email: hamzad0224@gmail.com

²Departemen Manajemen Sciences, Halu Oleo University, Indonesia.. Email: nurwati.husin@yahoo.com

³Departemen Manajemen Sciences, Halu Oleo University, Indonesia.. Email: endrosukoco@gmail.com

⁴Departemen Manajemen Sciences, Halu Oleo University, Indonesia. Email: asfahyadin.laode@gmail.com

Abstract

Analyze the role of servant leadership in job engagement, affective commitment, and organizational citizenship behavior. Then job engagement influences affective commitment and organizational citizenship behavior respectively. Lastly is the mediating role of job engagement on the influence of servant leadership on affective commitment and organizational citizenship behavior. It is suspected that servant leadership has a significant impact on job engagement, affective commitment, and organizational citizenship behavior. The next assumption is that job engagement plays a significant role in affective commitment and organizational citizenship behavior. The final model is to test the mediating role of job engagement on the influence of servant leadership on affective commitment and organizational citizenship behavior. Causal design with a positivism (quantitative) paradigm to test the proposed hypothesis. Involving regional apparatus organizations in South Konawe Regency, around 318 people were randomly determined proportionally. Data was obtained by distributing questionnaires, using a Likert scale. Data were analyzed with the help of SEM using AMOS 7 software. Servant leadership is proven to play a significant role in job engagement, affective commitment, and organizational citizenship behavior. Then job engagement has a negative effect on affective commitment and organizational citizenship behavior. Job engagement acts as a mediator between servant leadership and organizational citizenship behavior. Government organizations in carrying out work assignments are still very weak so they are unable to create commitment and effective organizational citizenship behavior. Based on these findings, it is necessary to strengthen the application of job engagement and to prove this model it is necessary to carry out further analysis on a wider scale and with diverse sample characteristics. Originality/value, the mediating role of job engagement on the influence of servant leadership on affective commitment and organizational citizenship behavior.

Keywords: Affective commitment, job engagement, organizational citizenship behaviour, servant leadership

INTRODUCTION

According to Organ et al., (2006), Organizational Citizenship Behavior (OCB) is individual behavior that is free (discretionary), this behavior is not directly or explicitly linked to the reward system, and as a whole (aggregate) will help the organization in improving the efficiency and effectiveness of existing functions in the organization. OCB is free and there is no coercion, this is because OCB behavior is not required, but is a personal choice of the employee (Tawil et al., 2023; and Sabrina et al., 2023). OCB is a positive behavior in an organization that is expressed in the form of a conscious and voluntary willingness to work.

The occurrence of Organizational Citizenship Behavior (OCB) may seem simple or even trivial, but research conducted shows that OCB generally benefits organizations substantially by Tawil et al., (2023); and Aprilida et al., (2019). Apart from this evidence, of course, it depends on how employees perceive the benefits of OCB as a means of improving organizational function and effectiveness. The decisions and policies made by a leader are of course expected to not only influence the success of the organization but also the behavior of all employees in the organization.

Affective commitment has a closer relationship with organizational outcomes such as performance and employee turnover when compared to the other two dimensions of commitment (Junita et al., 2022; and Bakan et al., 2013). One study found that affective commitment was a predictor of various outcomes (perception of task characteristics, career satisfaction, intention to transfer) in 72% of cases, compared with only 36% for normative commitment, and 7% for continuance commitment. The weak results for continuance commitment make sense because when compared with loyalty (affective commitment) or obligation (normative commitment), continuance commitment describes an employee who is bound to an employer simply because there is nothing better (Robbins, 2009; and Luthans, 2006). An interesting study from Randall, Fedor, and Longenecker (1990) in Tawil et al., (2023) found that organizational commitment had no effect on the desire to move.

The emergence of employee commitment not only has a positive impact on the employees themselves but is also beneficial and contributes to the organization beyond the organization's formal obligations towards its employees. Successful organizations certainly have employees who are willing to work not just on their responsibilities, but are willing to go beyond their responsibilities in their work and are willing to spend more time and energy to be able to do their work well. This behavior cannot be guaranteed or determined, but it will certainly contribute to the organization. An organization cannot survive or be successful without the role of organizational members who have a positive role, which is important to support the effectiveness of organizational functions, especially in the long term.

In an effort to move his employees, a leader must play a role so that his employees feel moved. Leaders have the authority to direct various employee and organizational activities. According to Chughtai (2017), Leaders play an important role in shaping the work environment of an organization. This is due to the fact that in most organizations, important aspects of work such as rewards, deadlines, work allocation, and performance evaluation are under the direct control of the leader. One type of leadership that has a strong relationship with employee job satisfaction is servant leadership. A core characteristic of servant leaders is that they transcend personal interests and focus solely on meeting the needs of their subordinates. Unlike other

leadership styles, where the ultimate goal is the welfare of the organization, a servant leader is truly concerned with serving subordinates. Because of this people-oriented approach, servant leaders are expected to have a profound impact on the health and well-being of their employees (Chughtai, 2017).

The main principle of servant leadership theory is to place the interests of employees above the personal interests of the leader. According to Rapiuddin et al., (2021); and Nobari et al., (2014) leadership may be more conducive to commitment because of its focus on employee development, community building, authentic leadership, and shared leadership. Winston (2003) proposed that servant leadership towards subordinates results in reciprocal service from subordinates to the leader. Stone et al., (2004) argue that the motive of servant leaders' influence is not to direct others but to motivate and facilitate service and service by the employees themselves. Employee service to others and management of organizational resources can be interpreted as affective commitment (Nobari et al., 2014).

Previous research states that work engagement will increase employee work performance. Schaufelli et al., (2006), explained that work engagement is a positive and satisfying state of mind related to work which is characterized by enthusiasm, dedication, and absorption. Schaufeli et al., (2006) found that engagement creates a positive gain spiral which is expected to lead to increased performance over time. When employees are engaged, they invest physical, emotional, and cognitive energy into the work role. Employees are able to improve their performance because they pay attention and focus more on their responsibilities. Research by Setiaji (2016); and Victoria (2018) provides empirical evidence that employee engagement has a significant impact on improving employee performance.

Afrianty's research (2020) found that servant leadership has a positive and significant effect on work engagement. Then the study by Sadikin et al., (2020); and Jaya (2022) concluded that the implementation of servant leadership through job crafting influences organizational citizenship behavior. Jaya (2022) continued that the implementation of servant leadership through employee environmental engagement has no effect on organizational citizenship behavior.

Akinyemi's (2018) study found that affective commitment had a significant positive effect on Organizational Citizenship Behavior (OCB). Meanwhile, Sunarsih (2019); and Fala (2020) reported that affective commitment has no significant effect on organizational citizenship behavior. Organizational commitment with job engagement. When employees feel satisfied with the work they do, they will work optimally to complete their work, even doing things that may not be their responsibility. When someone has a high commitment to their organization, that person will do anything to advance the organization because of their belief in their organization (Luthans, 2006). If the employee has confidence and trust in the company, the motivation process itself will not directly emerge from within the employee.

Based on the 2019 performance report, the South Konawe Regency Service has suggestions and input for improvements in the service sector. One of these suggestions is that to maximize existing manpower, it is necessary to immediately socialize and implement employee performance targets so that all employees can carry out their duties in accordance with their Job Descriptions. In maximizing employee energy, the role of Servant Leadership is needed. This is because servant leadership according to Trompenaars & Voerman (2010) is a management style in terms of leading and serving and being in harmony with employees and

there is interaction with the organizational environment. This will support the achievement of maximum employee power which will of course create goals within the organization which will of course help employees in carrying out their duties and help the organization in increasing the effectiveness of the organization.

Based on the empirical facts and phenomena discussed above, it is deemed necessary for further research, especially in government organizations. As a novelty of this study or a scientific contribution as suggested by previous researchers, namely using the mediating role of job engagement. This study takes the case of a government organization specifically for government employees in South Konawe Regency, Indonesia.

THEORETICAL REFERENTIAL

Servant leadership is a leadership style that originates from sincere feelings that arise from within the heart of the desire to serve or be the first to serve. Servant leadership has the main priority of providing service to others. Therefore, being a servant leader means prioritizing the common interest above personal interests. Greenleaf (1977) in Sadikin et al., (2020a); Sadikin et al., (2020b) emphasized that servant leadership pays attention to fulfilling the needs and expectations of its followers. Servant leaders strive to involve others in decision-making, based heavily on ethical and caring behavior. Several characteristics of servant leadership expressed by Spears (2010) include listening, empathy, and healing. In this case, it means that a servant leader strives to create a good relationship between the leader and his members and leads to mutual progress.

Despite the large number of previous studies on the topic of leadership, both in the Indonesian context and outside Indonesia, it is felt that research related to servant leadership still receives insufficient attention. Previous research on leadership has paid more attention to transactional and transformational leadership styles (Truxillo et al., 2016). Therefore, to contribute to the development of literature, we are interested in conducting research on servant leadership. Specifically, our research focuses on the impact of this leadership style on employee job attitudes. We use social exchange theory as the basis for developing hypotheses in this research. Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, *Servant leadership has a significant positive effect on job engagement (H1)*.

Servant leadership also influences organizational commitment. One of the main values of servant leadership is equality and justice which encourages and supports fair treatment of everyone. These values can influence subordinates' perceptions to increase their loyalty and organizational commitment (Spears, 2010; Northouse 2013; and Yukl, 2015). Furthermore, Sadikin et al., (2020a); Sadikin et al., (2020b); and Mulyadi, (2015); and Liden et al., (2008) identified 7 (seven) servant leader behaviors to develop and prove servant leadership measures, including: (1) forming concepts; (2) restoring emotions; (3) prioritizing followers; (4) helping followers grow and succeed; (5) behave ethically; (6) empower; and (7) creating value for society.

Jacobs' (2006) research, he found a significant positive influence between servant leadership and subordinate commitment. Apart from that, Liden et al (2008) found that at the individual

level, servant leadership has a positive influence on performance and organizational commitment. Research by Ambali et al., (2011) found that servant leadership had a significant positive effect on staff commitment in implementing organizational policies and servant leadership had a significant positive effect on staff organizational commitment. Furthermore, research by Chinomona et al., (2013) found that organizational commitment was positively influenced by servant leadership. Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, ***Servant leadership has a significant positive effect on affective commitment (H2).***

The best indicator of servant leadership is when followers are happy to make themselves servants. In organizational behavior, voluntary behavior that provides benefits to all members of the organization is called organizational citizenship behavior (OCB), so OCB can be considered as service and stewardship (Srimulyani & Hermanto, 2022). This shows that the behavior of the servant leader will create OCB behavior from the followers (Sendjaya, 2015). The results of the latest research by Sadikin et al., (2020a); Sadikin et al., (2020b); Prabowo & Setiawan (2013); Guillaume et al., (2013); and Bambale et al., (2011) show positive results that leaders who become models for their subordinates OCB in several ways, namely by leaders who can be an example of consistency between words and actions, through job satisfaction, feelings of liking and trust shown by subordinates will increase their additional efforts to achieve the company's main goals. In the context of the relationship between job satisfaction and OCB, several research results from Utama & Wibawa (2016); and Soegandhi et al., (2013) show a positive and significant influence.

According to Rohayati (2014), organizations that prioritize their employees have a workforce that is committed to the organization so that it is able to create high productivity and employee satisfaction. This will create a comfortable working atmosphere so that employees will be willing to work more and provide performance that exceeds expectations. This behavior in organizations is usually referred to as Organizational Citizenship Behavior (OCB). An employee who displays OCB behavior is also referred to in the context of a good working relationship according to Zhang (2011), this relationship can be demonstrated by supporting colleagues in a way that benefits the organization and working towards organizational goals, this is manifested in the definition of citizenship behavior.

Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, ***Servant leadership has a significant positive effect on organizational citizenship behavior (H3).***

Organizational affective commitment is defined as a feeling of belonging and identification (being part of one's self) which can increase individual participation in organizational activities, encourage to realize organizational goals, and desire to stay in the organization Junita et al., (2022); and Hasddin, (2021). Organizational affective commitment can have a positive impact on problems with working conditions for television employees, including reducing work pressure by suppressing burnout or emotional exhaustion (Schmidt, 2007). Apart from that, other positive impacts are reducing the risk of resignation (Meyer et al., 2002), reducing the level of employee absenteeism (Fasolo & Davis-LaMastro, 1990), individuals appreciate the

values of the institution (Beheshtifar & Herat, 2013), and comply with organizational policy norms and practices (Jena et al., 2017). Practically, individuals with affective organizational commitment will work seriously and display better work performance.

Lebih lanjut, komitmen afektif organisasi juga diduga dipengaruhi oleh usia (Pourghaz et al., 2011). Beberapa peneliti mengemukakan bahwa faktor demografis seperti usia dan lama kerja turut memengaruhi komitmen organisasi (Azeem, 2010). Selain itu, faktor lain yang dapat mempengaruhi komitmen afektif organisasi adalah persepsi dukungan organisasi atau *perceived organizational support* (POS) (Rhoades et al., 2001). Persepsi dukungan organisasi didefinisikan sebagai keyakinan individu bahwa organisasi mengapresiasi hasil kerja dan menunjukkan kepedulian terhadap kesejahteraan pegawai.

Furthermore, organizational affective commitment is also thought to be influenced by age (Pourghaz et al., 2011). Several researchers suggest that demographic factors such as age and length of work also influence organizational commitment (Azeem, 2010). Apart from that, another factor that can influence organizational affective commitment is perceived organizational support (POS) (Rhoades et al., 2001). Perceived organizational support is defined as an individual's belief that the organization appreciates work results and shows concern for employee welfare.

Recent research by (Sadikin et al., 2020a); (Sadikin et al., 2020b) stated that servant leadership has a significant positive effect on organizational citizenship behavior. Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, ***Job engagement has a significant positive effect on affective commitment (H4).***

According to Kaswan (2015); and Murugesan et al., (2013), OCB includes "pro-social" or discretionary ethical behavior, such as helping new employees in the organization, helping colleagues, not using rest time in vain, and being willing to do work outside. from the specified description. Junita et al., (2022); Srimulyani & Hermanto, (2022); and Kaswan (2015), that there are a number of factors that influence OCB, including job characteristics, personality, and work attitudes which include work involvement, motivation, leadership, as well as group and organizational characteristics which include organizational climate. From these several factors, it is interesting to see the influence of organizational climate and work involvement together in influencing OCB. towards OCB. According to Bianca & Susihono (2012), the term organizational climate was first used by Kurt Lewin in the 1930s, who used the term psychological climate. This is different from Taguiri and Litwin (Soetopo, 2012) who define organizational climate as the quality of the organization's internal environment which is experienced by its members, influences their behavior, and can be described by the characteristic values of the organization. According to Owens in Soetopo (2012) states that "organizational climate is the study of perceptions that individuals have of various aspects of the environment in the organization". Thus, an assessment of organizational climate can be carried out by exploring data from the perceptions of individuals in the organization.

The results of the latest research by Sadikin et al., (2020a); Sadikin et al., (2020b) stated that job engagement has a significant positive effect on organizational citizenship behavior. These

results are supported by Wahyu et al., (2019); Muldoon et al., (2017); Tischler et al., (2016); Zhang et al., (2016); Sadeghi et al., (2015); and Talachi et al., (2014).

Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, ***Job engagement has a significant positive effect on organizational citizenship behavior (H5)***

There are several studies that examine the relationship between Servant Leadership and affective commitment in the organization. Research conducted by Taleghani & Mehr (2014) concluded that Servant Leadership is a significant trigger factor for the emergence of affective commitment behavior. Likewise, research conducted by Mahembe & Englebertych (2013) concluded that there is a significant positive relationship between servant leadership and affective commitment. The results of this research are supported by Mira & Margaretha (2012) who found that servant leadership has a positive influence on affective commitment. The studies and research presented show that there is a relationship between Servant Leadership and affective commitment. If looked at in-depth, Servant Leadership is able to encourage individuals to behave positively, increase trust, commit, and produce positive outcomes as individuals. Encouragement for individuals to behave positively and trust each other will increase the awareness of individuals in the organization to help each other even though it is outside their duties and responsibilities (extra role).

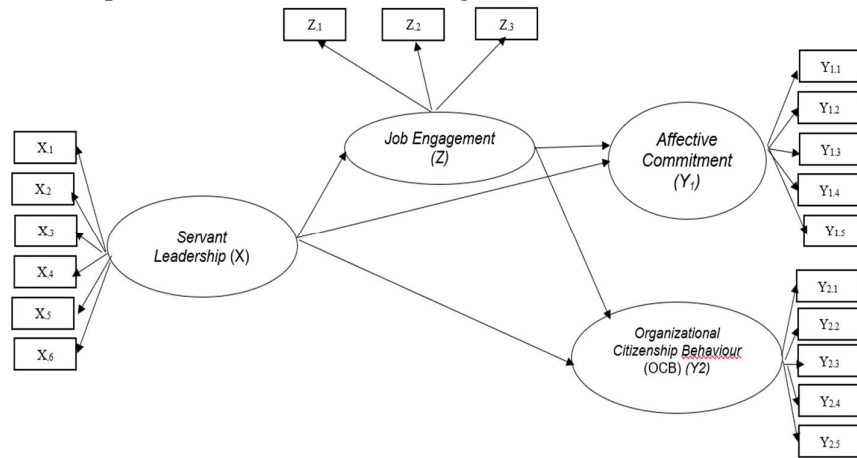
The results of the empirical study above found that Servant Leadership and affective commitment have a significant relationship, however, this research study examines the influence of Servant Leadership on Affective Commitment through job engagement, so this research must be studied more deeply to obtain results in accordance with the research objectives. The research hypothesis doubles as a novelty hypothesis, namely, ***Job engagement is able to mediate a significant positive influence of servant leadership on affective commitment (H6)***

There are several studies that examine the relationship between Servant Leadership and OCB in organizations. Research conducted by Taleghani & Mehr (2014) which concluded that Servant Leadership is a significant trigger factor in the emergence of OCB behavior. Likewise, research conducted by Mahembe & Englebertych, (2013) concluded that there is a significant positive relationship between Servant leadership and OCB. The results of this research are supported by Mira & Margaretha, (2012) show that there is a relationship between Servant Leadership and OCB. If looked at in-depth, Servant Leadership is able to encourage individuals to behave positively, increase trust, commit, and produce positive outcomes as individuals. Encouragement for individuals to behave positively and trust each other will increase the awareness of individuals in the organization to help each other even though it is outside their duties and responsibilities (extra role).

The results of the empirical study above found that Servant Leadership and OCB have a significant relationship, however, this research study examines the influence of Servant Leadership on Affective Commitment through OCB, so this research must be studied more deeply to obtain results in accordance with the research objectives. The research hypothesis

doubles as a novelty hypothesis, namely, *Job engagement is able to mediate a significant positive influence of servant leadership on organizational citizenship behavior (H7).*

The research conceptual model can be seen in Figure 1 below,



Source: Author's Analysis Results (2023)

Figure 1 – Conceptual Model of Research

METHODOLOGY

This research uses a causality design with a positivist paradigm. Hasddin et al., (2022) stated that the positivism paradigm generally uses a quantitative approach to test the proposed hypothesis. This research involved Regional Apparatus Organizations in South Konawe Regency, around 318 people who were randomly determined proportionally. The sample size was distributed to 23 regional apparatus organizations as organs for the technical implementation of development activities in South Konawe Regency, Indonesia. Data was obtained by distributing questionnaires, using a Likert scale. Data were analyzed with the help of SEM using AMOS 7 software.

Instrument Validity Test

A validity test is a measure related to the level of accuracy achieved by an indicator in measuring what it should measure. Testing the validity of the instrument is calculating the correlation coefficient between the item scores and the total score with a significance level of $\alpha = 0.5$ or 95%. Validity testing using the Pearson product-moment correlation method is carried out by correlating the answer scores obtained for each item with the total score of all items. Quoted from Henseler et al., (2016) validity is carried out using the correlation coefficient with the instrument criteria which is said to be valid if the value is 0.30 (cut of point). Based on the results of the analysis, shows that all indicator items that measure each variable produce a validity coefficient of more than 0.30 ($r > 0.30$). It can be stated that the data collection instruments used in this research are valid.

Instrument Reliability Test

Reliability testing was carried out on the statement items used in this research using Cronbach's Alpha method. The accepted cut-of-point value for Cronbach's Alpha level is ≥ 0.60 by Sekaran (2016). The results of the subsequent analysis are shown in Table 1.

Table 1 - Instrument reliability test results

Variable	Alpha Cronbach	Cut of Point	Information
<i>Servant leadership</i>	0,872	0,600	Reliabel
<i>Job engagement</i>	0,875	0,600	Reliabel
<i>Affective commitment</i>	0,851	0,600	Reliabel
<i>Organizational citizenship behaviour</i>	0,892	0,600	Reliabel

Source: Author's Analysis Results (2023)

The data above shows that each variable has a coefficient number greater than 0.600. On this basis, the instrument used to collect data was declared reliable at a confidence level of 95%.

RESULTS AND DISCUSSION

Linearity Test

The results of testing the linearity of the relationship between variables are presented briefly in Table 2.

Table 2 - Testing Linearity Assumptions

Independent Variable	Dependent Variable	Significance (= 0,05)	Test result
<i>Servant leadership (X)</i>	<i>Job engagement (Z)</i>	0,031	Linier Signifikan
<i>Servant leadership (X)</i>	<i>Affective commitment (Y1)</i>	0,007	Linier Signifikan
<i>Servant leadership (X)</i>	<i>Organizational Citizenship Behaviour (OCB)</i>	0,018	Linier Signifikan
<i>Job engagement (Z)</i>	<i>Affective commitment (Y1)</i>	0,012	Linier Signifikan
<i>Job engagement (Z)</i>	<i>Organizational Citizenship Behaviour (OCB)</i>	0.000	Linier Signifikan

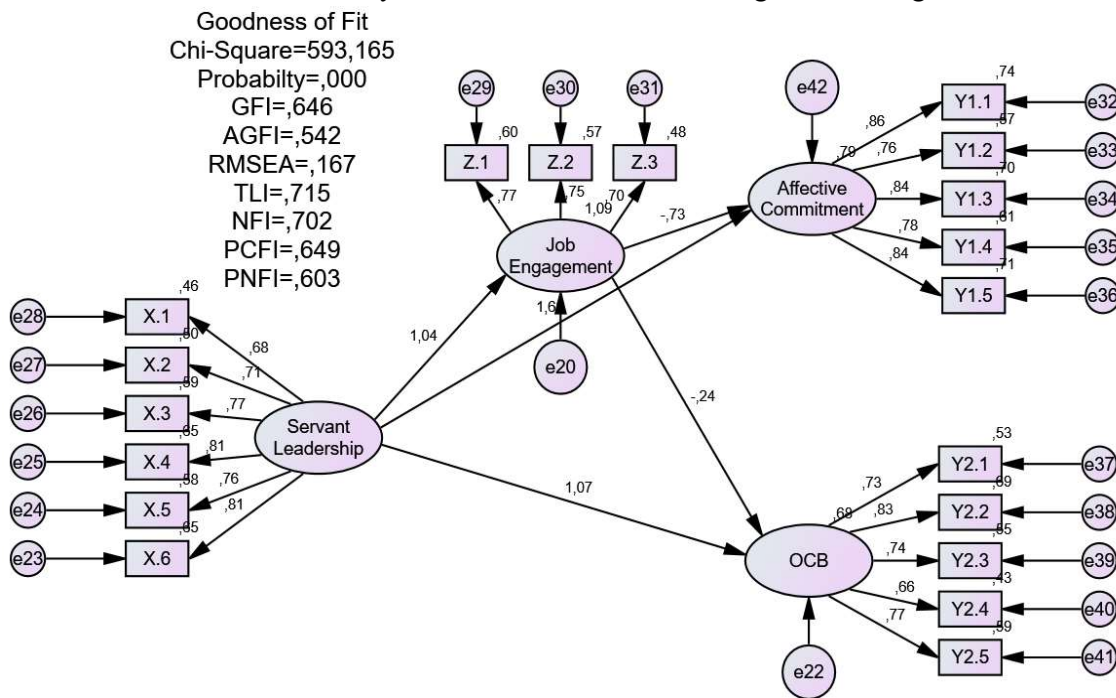
Source: Author's Analysis Results (2023)

Unidimensionality Test

An assumption used in calculating the reliability of the model shows that in a one-dimensional model, the indicators used have a good degree of suitability. If the GFI index ≤ 0.90 indicates that k has unidimensionality. The default model is the baseline of the model being analyzed. Saturated Model = Full or Perfect model, in this model, there are constraints placed on population moments. Independence Model = poor fit, in this model all observed variables are assumed to be correlated with each other. The Fit Measurement above obtained a GFI value of 0.646 which is smaller than the Cut off Point value of 0.90, so it can be concluded that there is unidimensionality in each construct.

Uji Goodness of Fot Model

The modified model is presented in full in the attachment, which can be seen in Figure 2 and Table 4. The data from the analysis is used as a basis for testing the overall goodness of fit.



Source: Author's Analysis Results (2023)

Figure 2 - Overall model goodness of fit test

Modeling can be said to be fit if it is supported by empirical data, meanwhile, only a fit model can explain the results. Determining whether a model is fit or not requires testing with various model testing criteria that are typical of SEM. The SEM model testing criteria used are Chi-Square, CMIN/DF, GFI, AGFI, TLI, CFI, and RMSEA. Information regarding this is shown in Table 3.

Table 3 - Overall goodness of fit model testing

<i>Goodness of Fit</i>	The calculation results		Very good	Information
	Results	Meaning		
<i>Khi Kuadrat</i>	593,165	Small	Small	Good
<i>Probabilita</i>	0,000	$\leq 0,05$	$> 0,05$	Good
<i>GFI</i>	0,946	$\geq 0,90$	$\geq 0,90$	Good
<i>AGFI</i>	0,942	$\geq 0,90$	$\geq 0,90$	Good
<i>TLI</i>	0,915	$\geq 0,715$	$\geq 0,95$	Good
<i>RMSEA</i>	0,067	$\leq 0,08$	$\leq 0,08$	Good

Source: Author's Analysis Results (2023)

Testing whether the model fits or not as seen in Figure 2 and Table 3 results in the following decisions:

Chi-Square Statistics (X^2)

Referring to Table 5.16, it can be seen that the Chi-Square figure is 593.165 ($p= 0.000$). This means that the phase SEM model is good, because the X^2 value is relatively small, so the probability level is smaller than 0.05.

Goodness of Fit Index (GFI)

The GFI model figure shows a figure above the requirements for a good model (0.90). The GFI calculation result in the model is 0.946. This means that the model is good (better fit) because the GFI value is greater than 0.90 ($0.946 \geq 0.90$).

Adjusted Goodness of Fit Index (AGFI)

In contrast to the AGFI calculation results, the r model has shown results above the requirements for a good model. If the AGFI value is 0.942. This means that the model should show statistically good model results because the model's AGFI value is greater than 0.90.

Tucker Lewis Index (TLI)

The results of model testing show that the *TLI* value is 0.915 or above the model requirements (0.95). Thus, based on the *TLI* indicators, the final stage model has shown that the final stage model is good.

The Root Mean Square Error of Approximation (RMSEA)

Likewise, the RMSEA model calculation has stated a figure below 0.08. The RMSEA value of the model is 0.067. Thus, the decision taken is good because the RMSEA value is smaller than 0.08.

Direct Path Hypothesis Testing Results

The results of hypothesis testing using Structural Equation Modeling (SEM) showed that seven hypotheses were declared significant and two hypotheses were declared not significant.

Hypothesis testing is carried out by looking at the standard coefficient value, the significance value of the t-test, and the sign of the relationship between each independent variable and the dependent variable. The results of hypothesis testing are shown in Table 4.

Table 4 - Hypothesis testing results

Independent Variable	Dependent Variable	Path Coefficient	P- Value	Information
<i>Servant leadership (X)</i>	<i>Job engagement (Z)</i>	1,087	0,000	Significant
<i>Servant leadership (X)</i>	<i>Affective commitment (Y1)</i>	1,739	0,014	Significant
<i>Servant leadership (X)</i>	<i>Organizational citizenship behaviour (Y2)</i>	1,053	0,002	Significant
<i>Job engagement (Z)</i>	<i>Affective commitment (Y1)</i>	-0,726	0,264	Not significant
<i>Job engagement (Z)</i>	<i>Organizational citizenship behaviour (Y2)</i>	-0,223	0,442	Not significant

Source: Author's Analysis Results (2023)

Hypothesis 1: Servant leadership on job engagement

The direct influence of Servant Leadership on Job Engagement with a value of 1.087 with p-value = 0.000. Because the p-value <0.05, the hypothesis that states that Servant Leadership has a significant positive effect on Job Engagement is accepted. Considering that the coefficient is positive and significant, it can be concluded that the relationship between the two is unidirectional. This means that the higher the Servant Leadership, the stronger the Job Engagement of South Konawe Regency employees will be.

Servant leadership has a significant positive effect on job engagement, meaning that to increase job engagement, Servant Leadership must be further improved. Servant Leadership which has values people, develops people (orientation for self-development of subordinates), builds community, displays authenticity, leadership provides (clarity of vision and goals) and shares leadership (high facilitator ability) is able to form strong job engagement which is reflected in job demands, job resources (worker resources) and personal resources.

The test results prove that the dominant indicator that contributes to servant leadership is people's values (concern for human values). By caring about human values well, you will be able to build a strong and successful organization by taking into your heart the belief that "people are first". If a leader puts people first and the organization can work productively, he must be willing to accept changes in his role. from a leader to primus inter pares, first among equals. A leader must fulfill the role of facilitating and supporting the leadership abilities of others, rather than feeling threatened by the possible development of others.

Hypothesis 2: Servant leadership on affective commitment

The direct influence of Servant Leadership on affective commitment with a value of 1.739 with $p\text{-value} = 0.014$. Because the $p\text{-value} < 0.05$, the hypothesis that states that Servant Leadership has a significant positive effect on affective commitment is accepted. Considering that the coefficient is positive and significant, it can be concluded that the relationship between the two is unidirectional. This means that the higher the Servant Leadership, the stronger the affective commitment of South Konawe Regency employees will be.

Servant Leadership which has values people (cares about human values), develops people (orientation for self-development of subordinates), builds community (develops people), displays authenticity (sincerity), leadership provides (clarity of vision and goals) and shares leadership (high facilitator ability) is able to form loyalty, a sense of pride, participation, considers the organization to be the best and is emotionally attached to the organization where one works.

The highest average score on Values People (Concern for Human Values) means that an employee trusts his leadership, prioritizes serving others before himself, and is a loyal listener when there are meetings. This will have an impact on the strong affective commitment of participation which is realized by providing creative ideas for the progress of the organization and providing innovative ideas for the progress of the organization. This condition is supported by respondents' answers which stated that participation was categorized as good. Even though servant leadership has a significant effect on affective commitment, the perception of respondents is that there are still those who do not agree with participation, therefore it is hoped that employees will always provide creative ideas for the progress of the organization and always provide innovative ideas for the progress of the organization.

These findings strengthen previous research such as Imran et al., (2023); Nadir (2016); Wei & Desa, (2013); Mazarei et al., (2013); Taleghani & Mehr (2014); Chinomona et al. (2013); Mahembe & Engleberrch (2013); Mira & Margaretha (2012); and Ambali et al (2011). The assertion is that if servant leadership is implemented well it can have a good and significant effect on affective commitment.

Hypothesis 3: Servant leadership on organizational citizenship behavior

The direct influence of Servant Leadership on Organizational Citizenship Behavior with a value of 1.053 with $p\text{-value} = 0.002$. Because the $p\text{-value} < 0.05$, the hypothesis that states that Servant Leadership has a significant positive effect on Organizational Citizenship Behavior is accepted. Considering that the coefficient is positive and significant, it can be concluded that the relationship between the two is unidirectional. This means that the higher the Servant Leadership, the stronger the Organizational Citizenship Behavior of employees within South Konawe Regency will be. These findings strengthen previous research such as Utama & Wibawa (2016); Sutanto, & Setiawan (2013); Prabowo & Setiawan (2013), Guillaume, Honeycutt & Austin (2013), and Bambale, Shamsudin, & Subramaniam (2011).

From these results it can be said that to improve organizational citizenship behavior (OCB), Servant Leadership must be further improved. Strong servant leadership in regional organizations, is realized with values for people (care for human values), develops people

(orientation for self-development of subordinates), builds community (builds people), displays authenticity (sincerity), leadership provides (clarity of vision). and goals) and shares leadership (facilitator's ability) can improve better Organizational Citizenship Behavior.

Based on the results of descriptive analysis, servant leadership is well-perceived by employees at the South Konawe Regency Service. The highest average score on Values People (Concern for Human Values) means that an employee trusts his leadership, prioritizes serving others before himself, and is a loyal listener when there are meetings.

This will have an impact on the strength of organizational citizenship behavior through Altruism which is manifested by the employee's willingness to help colleagues who are busy (work is overloaded), the employee's willingness to provide assistance to people around him, the employee's willingness to replace the employee's duties. other things, when the person concerned is unable to carry out their duties, the employee's willingness to spend time helping others with work problems, and the employee's willingness to help new employees who face difficulties during the orientation period, this condition is supported by respondents' answers which state that their role is categorized as good. Even though servant leadership has a significant effect on affective commitment, the perception of respondents is that there are still those who do not agree with Altruism, it is hoped that employees will show attention to organizational property, respect the spirit, and also the written rules and be willing to tolerate disturbances and losses that occur. related to precarious work.

Hypothesis 4: Job engagement on affective commitment

The direct influence of job engagement on affective commitment with a value of -0.726 with p-value = 0.264. Because the p-value is > 0.05 , the hypothesis that states that job engagement has a significant positive effect on affective commitment is rejected. Considering that the coefficient is negative and not significant, it can be concluded that the relationship between the two is not unidirectional. This means that the lower the job engagement, the weaker the affective commitment of employees in South Konawe Regency will be.

The findings can be explained that there is no significant negative effect between job engagement on affective commitment, meaning that job engagement cannot increase employee affective commitment. Job engagement which has job demands, job resources (worker resources), and personal resources (personal resources) plays less of a role in increasing affective commitment.

Based on the results of descriptive analysis, job engagement is perceived well by employees at the South Konawe Regency Service. The highest average score on Personal Resources means an employee provides suggestions to improve work procedures, provides opinions to advance the organization, provides innovative suggestions, suggests procedural improvements, offers solutions to problems with cooperative motives, conveys ideas for new work, suggests ideas for change based on the constructive interests of the organization and actively provides suggestions to improve work procedures. This will have an impact on the strength of affective commitment through participation which is realized by providing creative ideas for

organizational progress and innovative ideas for organizational progress. This condition is supported by respondents' answers which state that participation is categorized as good.

The test results prove that the indicator that makes the smallest contribution to job engagement is employee resources, so employees need to pay attention to making constructive statements about the organization, providing innovative suggestions to advance the organization, always sharing broad ideas for new jobs, and remaining informative. regarding tasks and informing colleagues, providing ideas that benefit the organization, communicating with colleagues and asking for their opinions on how to develop the team, providing suggestions for organizational development, providing constructive suggestions in order to improve organizational operations, developing recommendations regarding problems that can be influencing the team, motivating colleagues to get involved in issues that affect the work team and providing information related to problems so that my opinion is useful for the team.

Hypothesis 5: Job engagement on organizational citizenship behavior

The direct influence of job engagement on Organizational Citizenship Behavior with a value of -0.223 with p-value = 0.442. Because the p-value is > 0.05 , the hypothesis which states that job engagement has a significant positive effect on Organizational Citizenship Behavior is rejected. Considering that the coefficient is negative and not significant, it can be concluded that the relationship between the two is not unidirectional. This means that the lower the job engagement, the weaker the Organizational Citizenship Behavior of employees in South Konawe Regency will be.

Job Engagement has an insignificant negative effect on organizational citizenship behavior (OCB), meaning that the decrease in organizational Citizenship Behavior (OCB) is due to a decrease in employee Job Engagement. Job engagement which has job demands, job resources (worker resources), and personal resources (personal resources) plays less of a role in increasing organizational citizenship behavior.

Based on the results of descriptive analysis, job engagement is perceived well by employees at the South Konawe Regency Service. The highest average score on Personal Resources means an employee provides suggestions to improve work procedures, provides opinions to advance the organization, provides innovative suggestions, suggests procedural improvements, offers solutions to problems with cooperative motives, conveys ideas for new work, suggests ideas for change based on the constructive interests of the organization and actively provides suggestions to improve work procedures. This will have an impact on strong job engagement through personal resources which are realized by providing suggestions to improve work procedures, providing opinions to advance the organization, providing innovative suggestions to advance the organization, suggesting procedural improvements in the organization, and offering solutions to problems with profitable cooperative motives. organization, convey ideas for new work that could benefit the organization, and suggest ideas for change based on the organization's constructive interests.

The test results prove that the indicator that makes the smallest contribution to job engagement is employee resources, so employees need to pay attention to making constructive statements about the organization, providing innovative suggestions to advance the organization, always sharing broad ideas for new jobs, and remaining informative. regarding tasks and informing colleagues, providing ideas that benefit the organization, communicating with colleagues and asking for their opinions on how to develop the team, providing suggestions for organizational development, providing constructive suggestions in order to improve organizational operations, developing recommendations regarding problems that can influence the team, motivating colleagues to get involved in issues that affect the work team and providing information related to problems so that my opinion is useful for the team.

Indirect Hypothesis Testing Results (Mediation)

Indirect influence is the influence of an independent variable on the dependent variable, through other variables as mediating variables. Indirect influence will be able to strengthen or weaken the relationship between the two variables being linked. The indirect influence coefficient for each path that has an intermediate variable is the result of multiplying the standard regression coefficients for each relationship that crosses that path. The results of hypothesis testing using Structural Equation Modeling (SEM) on indirect relationships, namely the use of job engagement mediation, are presented in Table 5.

Table 5 - Indirect influence between research variables

Independent Variable	Dependent variable	Mediation Variables	Path Coefficient	Results Description
<i>Servant leadership (X)</i>	<i>Affective commitment (Y1)</i>	<i>Job engagement (Z)</i>	0,463	Significant
<i>Servant leadership (X)</i>	<i>Organizational citizenship behaviour (Y2)</i>	<i>Job engagement (Z)</i>	0,234	Significant

Source: Author's Analysis Results (2023)

Based on the data in Table 6, the two proposed hypotheses are proven to be accepted with a significant mediating role in job engagement. The indirect effect of servant leadership (X) on affective commitment (Y1) through job engagement (Z) is 0.463. A value of 0.463 shows that good servant leadership will trigger strong job engagement and be able to increase the Affective commitment of employees in South Konawe Regency by 46.3%. The indirect effect of servant leadership (X) on organizational citizenship behavior (Y2) through job engagement (Z) is 0.234. A value of 0.234 shows that good servant leadership will trigger strong job engagement and be able to increase the organizational citizenship behavior of employees in South Konawe Regency by 23.4%.

Based on empirical findings, servant leadership plays a role in increasing affective commitment through job engagement. This indicates that job demands, job resources, and personal resources are able to mediate the role of servant leadership in increasing affective commitment.

Job Engagement is able to mediate a significant positive influence of Servant Leadership on Organizational Citizenship Behavior (OCB). This indicates that job demands, job resources, and personal resources are able to mediate the role of servant leadership in improving Organizational Citizenship Behavior.

The results of testing the indirect influence of servant leadership on affective commitment through job engagement show that the path from servant leadership to affective commitment through job engagement is 0.463. From this path, it shows that the path coefficient value is greater than the path coefficient for the direct influence of servant leadership on affective commitment, namely 1.739 so that the influence of servant leadership on affective commitment through job engagement has a meaningful influence and is a partial mediating variable. In this way, job engagement is able to mediate servant leadership with affective commitment.

CONCLUSION

Servant Leadership has a significant positive effect on job engagement, meaning that to increase job engagement, Servant Leadership must be further improved. Servant Leadership which has values people (cares about human values), develops people (orientation for self-development of subordinates), builds community (develops people), displays authenticity (sincerity), leadership provides (clarity of vision and goals) and shares leadership (high facilitator ability) is able to form strong job engagement which is reflected in job demands, and others (according to analysis items).

Servant leadership has a significant positive effect on affective commitment, meaning that the better the servant leadership, the more employee affective commitment will increase. Servant Leadership which has values people (cares about human values), develops people (orientation for self-development of subordinates), builds community (develops people), displays authenticity (sincerity), leadership provides (clarity of vision and goals) and shares leadership (high facilitator ability) is able to form loyalty, a sense of pride, participation, considers the organization to be the best and is emotionally attached to the organization where one works.

Servant Leadership has a significant positive effect on Organizational Citizenship Behavior (OCB), meaning that to improve Organizational Citizenship Behavior (OCB), Servant Leadership must be further improved. Strong servant leadership in regional apparatus organizations (OPD), realized by values for the people (caring for human values), developing people (orientation on self-development of subordinates), building communities (builds people), displaying authenticity (sincerity), providing leadership (clarity of vision and goals) and shared leadership (facilitator skills) can improve better Organizational Citizenship Behavior.

Job Engagement has an insignificant negative effect on affective commitment, meaning that Job Engagement cannot increase employee affective commitment. Job engagement which has

job demands, job resources (worker resources), and personal resources (personal resources) plays less of a role in increasing affective commitment.

Job Engagement has an insignificant negative effect on Organizational Citizenship Behavior (OCB), meaning that the decrease in Organizational Citizenship Behavior (OCB) is caused by a decrease in employee Job Engagement. Work involvement that has job demands, worker resources, and personal resources plays less of a role in improving Organizational Citizenship Behavior.

Job Engagement is able to mediate a significant positive influence of Servant Leadership on Affective

Commitment. Servant leadership that values people (cares about human values), develops people (orientation for self-development of subordinates), builds community (develops people), displays authenticity (sincerity), leadership provides (clarity of vision and goals) and shares leadership (facilitator's ability) plays a role in increasing affective commitment. Based on empirical findings, servant leadership plays a role in increasing affective commitment through job engagement. This indicates that job demands, job resources, and personal resources are able to mediate the role of servant leadership in increasing affective commitment.

Job Engagement is able to mediate a significant positive influence of Servant Leadership on Organizational Citizenship Behavior (OCB). Servant leadership that values people (cares about human values), develops people (orientation for self-development of subordinates), builds community (develops people), displays authenticity (sincerity), leadership provides (clarity of vision and goals) and shares leadership (facilitator ability) plays a role in increasing Organizational Citizenship Behavior. Based on empirical findings, Servant leadership plays a role in increasing Organizational Citizenship Behavior through job engagement. This indicates that job demands, job resources, and personal resources are able to mediate the role of servant leadership in improving Organizational Citizenship Behavior.

The limitation of this research is that it cannot prove the significant positive role of job engagement on affective commitment, as well as job engagement on organizational citizenship behavior. On this basis, further investigation needs to take this into account. The second limitation is that we have not reviewed the relationship between affective commitment and organizational citizenship behavior, or vice versa. For research, it is necessary to explore the two relationships in question. What should be noted is that the examination of these relationships still refers to the initial construct of this research.

REFERENCES

1. Hasddin, H. (2021). The Influence Empowerment and Organizational Commitment to the Performance of Management Of Marine Tourism (Study on Marine Tourism in Toronipa Beach, Southeast Sulawesi, Indonesia). *International Journal of Management and Education in Human Development*, 1(01), 24–30. Retrieved from <https://ijmehd.com/index.php/ijmehd/article/view/128>.

2. Hasddin., Muthalib, A.A., Ngii, E., & Putera, A. (2022). *Buku Digital—Metode Analisis Perencanaan dan Pembangunan (Paradigma Penelitian, Data Kuantitatif-Kualitatif, Analisis Kepend.pdf*.
[https://scholar.google.co.id/citations?view_op=view_citation&hl=id&user=ka0E86IAAAJ:HoDPIbN_d1QC](https://scholar.google.co.id/citations?view_op=view_citation&hl=id&user=ka0E86IAAAJ&cstart=600&pagesize=100&sortby=pubdate&citation_for_view=ka0E86IAAAJ:HoDPIbN_d1QC).
3. Junita, A., Hafas, H. R., & Nasution, M. A. S. (2022). Organizational Commitment as a Mediator of Organizational Support and Emotional Intelligence in Shaping Organizational Citizenship Behavior. *Jurnal Manajemen Bisnis*, 13(2), 235–254.
<https://doi.org/10.18196/mb.v13i2.14025>
4. Luthans, F. (2006). *Perilaku Organisasi*. Yogyakarta: PT Andi.
5. Muldoon, J., Keough, S. M., & Liguori, E. (2017). The Role of Job Dedication in OCB Performance. *Management Research Review*, 1042-1057.
6. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. SAGE Publications, Inc.,
<https://dx.doi.org/10.4135/9781452231082>
7. Rapiuddin, R., Bahari, S., & Hasddin, H. (2021). Leadership, Motivation and Work Discipline in Achieving Work Achievement; Studies on State Civil Servants at the Regional Financial and Asset Management Agency (RFAMA), Kendari City. *International Journal of Creative Business and Management*, 1(2), 44.
<https://doi.org/10.31098/ijcbm.v1i2.5331>
8. Sabrina, R., Harahap, M. S. D., & Datuk, B. (2023). The Influence of Person Organization Fit and Job Crafting on Organizational Citizenship Behavior with Work Engagement as an Intervening Variable at Bank Indonesia Representative Office of Sumatera Utara. *Journal of Law and Sustainable Development*, 11(3), e580.
<https://doi.org/10.55908/sdgs.v11i3.580>
9. Sadeghi, A., Arkawaz, A.G., Fatemeh, C., Abbas, M. (2015). Relationship between Head Nurses' Servant Leadership Style and Nurses' Job Satisfaction, *Quarterly Journal of Nursing Management Fourth*, 4(1),
https://ijnv.ir/browse.php?a_id=313&sid=1&slc_lang=en.
10. Sadikin, F., Tecualu, M., & Desy, E. (2020a). The Effect of Servant Leadership and Work Engagement on Organizational Citizenship Behavior Mediated by Organizational Commitment on Volunteers in Abbalove Ministries Church. *Proceedings of the 8th International Conference on Entrepreneurship and Business Management (ICEBM 2019) UNTAR*. 8th International Conference of Entrepreneurship and Business Management Untar (ICEBM 2019), Kuala Lumpur, Malaysia.
<https://doi.org/10.2991/aebmr.k.200626.027>
11. Sadikin, F., Tecualu, M., & Desy, E. (2020b). The Effect of Servant Leadership and Work Engagement on Organizational Citizenship Behavior Mediated by Organizational Commitment on Volunteers in Abbalove Ministries Church. *Proceedings of the 8th International Conference on Entrepreneurship and Business Management (ICEBM 2019) UNTAR*. 8th International Conference of Entrepreneurship and Business Management

- Untar (ICEBM 2019), Kuala Lumpur, Malaysia.
<https://doi.org/10.2991/aebmr.k.200626.027>
12. Schaufeli, W., Salanova, M., Gonzalez-Roma, V. and Bakker, A. (2002) The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71-92. <https://doi.org/10.1023/A:1015630930326>
 13. Sendjaya, S. (2015). *Servant Leadership Research. In Personal and Organizational Excellence through Servant Leadership*. Switzerland: Springer International Publishing.
 14. Srimulyani, V. A., & Hermanto, Y. B. (2022). Analysis of Employee Engagement as a Mediator of the Relationship between Perceived Organizational Support, Organizational Justice, and Servant Leadership with Organizational Citizenship Behavior. *Jurnal Dinamika Manajemen*.
 15. Talachi, R.K., Gorji, M.B., & Boerhanudin, A.L. (2014). An Investigation of The Role of Job Satisfaction in Employees' organizational citizenship behavior, *Collegium Antropologicum Original scientific paper*, 38(2), 429–436. <https://core.ac.uk/download/pdf/162013589.pdf>.
 16. Tawil, M. R., Mattalatta, M., Baharuddin, B., & Umar, A. (2023). The Role of Work Engagement in Mediating Perceived Organizational Support and Organizational Commitment Relationship to Organizational Citizenship Behavior. *International Journal of Social Service and Research*, 3(3), 746–762. <https://doi.org/10.46799/ijssr.v3i3.306>
 17. Tischler, V., Giambatista, R., McKeage, R., & McCormick, D. (2016). Servant Leadership and Its Relationships with Core Self-Evaluation and Job Satisfaction, *The Journal of Values-Based Leadership*, 9(1), article 8. <https://scholar.valpo.edu/jvbl/vol9/iss1/8>.
 18. Wahyu, A., Tentama, F., & Sari, E. Y. D. (2019). *The Role Of Servant Leadership And Organizational Climate On Organizational Citizenship Behavior With Job Satisfaction As Mediator*. 8(10)
 19. Zhang, Z., Lee, J.C.K., & Wong, P.H. (2016). Multilevel Structural Equation Modeling Analysis of The Servant Leadership Construct and Its Relation to Job Satisfaction, *Leadership and Organization Development Journal*, 37(8), 1147-1167. <https://doi.org/10.1108/LODJ-07-2015-0159>.