

**SERVANT LEADERSHIP AND ORGANIZATIONAL COMMITMENT:  
 THE MEDIATING ROLE OF JOB SATISFACTION**

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**ABSTRACT**

The purpose of this study is to analyze the effect of servant leadership on job satisfaction and organizational commitment and analyze the mediating role of job satisfaction in the effect of servant leadership on organizational commitment. The population of this study was all employees of Tri Homestay Tuban and Tri Homestay Ungasan with a sample of 68 respondents. The sampling method uses saturated samples. The data collection methods used in this study were interviews and questionnaires. The data was analyzed by Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. The results show that servant leadership has a positive and significant effect on organizational commitment. Servant leadership has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction mediates partially complementary to the effect of servant leadership on organizational commitment. The implications of the research results show that to increase employee organizational commitment, companies need to emphasize or increase the values of loyalty to employees to foster a sense of pride and remain loyal to the company as an obligation for employees

**KEY WORDS**

Servant leadership, organizational commitment, job satisfaction.

Tourism is one of the service sectors that must be utilized to encourage economic growth. Tourism has an important role as one of the sources of foreign exchange receipts for the State of Indonesia. One type of tourism business sector is the provision of accommodation services. Tri Homestay is one of the service companies engaged in the tourism business by providing lodging facilities, SPA, mini bar and restaurant services. Tri Homestay as a service provider company requires employees who can provide quality service to guests. Organizational commitment to employees is needed in this case, where organizational commitment is a form of loyalty and self-identification to the organization (Al-Jabari, 2019).

Table 1 – Results of Pre-Survey Questionnaire on Organizational Commitment in Tri Homestay Employees

No.	Statement	1	2	3	4	5	Score	Average
1	I have an emotional attachment to this company	0	1	7	2	0	31	3.10
2	I feel part of this company	0	1	7	2	0	31	3.10
3	I want to spend my career in this company	0	6	3	1	0	25	2.50
Affective commitment								
4	My life would be disrupted if I stopped at this company	0	5	4	1	0	26	2.60
5	I will lose if I leave this company	0	5	4	1	0	26	2.60
6	I stayed with this company because it was a necessity	0	1	7	2	0	27	2.70
Continuance commitment								
7	I am happy to be involved in work activities for the benefit of this company	0	1	8	1	0	30	3.00
8	I will not accept offers from other companies	0	3	6	1	0	28	2.80
9	I am loyal to this company	0	2	7	1	0	29	2.90
Normative commitment								
Average Score of Organizational Commitment								2.81

Source: Primary data processed, 2023.

Based on information from Tri Homestay's human resource development, it was found that the problem of lack of organizational commitment of employees was found, with the

behavior of employees who sought information on job vacancies elsewhere to their colleagues. Pre-survey was conducted to determine the phenomenon of organizational commitment in Tri Homestay employees.

Based on the results of a pre-survey conducted on ten employees, with the distribution of five employees of Tri Homestay Tuban and five employees of Tri Homestay Ungasan shows that there is still a lack of organizational commitment of employees as indicated by a fairly high average value of organizational commitment of 2.81 (Table 1.). The continuance commitment indicator has an average value that is lower than the average value of organizational commitment. In the continuance commitment indicator, the statement of life will be disrupted if you stop at the company and will lose if you leave the company has a fairly high average value of 2.63, with the statement of employees feeling that their lives will not be disturbed if they stop working at Tri Homestay and do not experience losses if they leave Tri Homestay. This statement has the lowest average on the continuance commitment indicator and has an average value lower than the average value of organizational commitment. This can show that there is still a lack of organizational commitment in Tri Homestay employees.

Job satisfaction has a role in increasing the employees organizational commitment to the company, where employees who have high organizational commitment are known from the level of job satisfaction of the employees themselves (Widyatmika and Riana, 2020). Job satisfaction itself is when employees feel happy because they feel they have completed important work and feel that their work is valued (Yarim, 2021). The level of satisfaction felt by employees is individual, each individual has different levels in accordance with the values that have been applied from each employee. Organizational commitment is a state when employees side with an organization and desire to remain in the organization (Robbins and Judge, 2019). This organizational commitment is important because basically organizational commitment shows the reason for employees to stay at their jobs because of emotional attachment by employees (Suryadinatha, 2019). The presence of servant leadership is indispensable to make its followers feel an emotional attachment to the organization. Leadership in an organization is a factor that determines the success or failure of an organization (Setiawan, 2019). Servant leadership is a type or model of leadership developed to overcome leadership crises in the form of decreased trust from followers in the example of their leaders (Lamprinou, 2021). Servant leaders are usually directly involved in the organization in building and encouraging their employees to continue to develop themselves (Septiadi, 2019). Dumatubun (2018) stated that one of the main values of servant leadership is equality and justice towards everyone, these values can influence the perception of bahawan to increase their organizational commitment.

Ozturka et al. (2021) stated that servant leadership resulted in increased employee job satisfaction. Employee job satisfaction can occur when leaders pay attention to the needs of their followers and provide opportunities. Employees who have satisfaction with their work will give great enthusiasm for their work and do a better job which certainly has a positive impact on the company (Ulutas, 2018). The high level of employee satisfaction will have a positive impact on the progress of the company, so it is important for leaders to make efforts to increase job satisfaction with their subordinates (Paradisani and Putra, 2019). Job satisfaction is seen as an antecedent of organizational commitment (Kaur, 2020). This implies that satisfied employees show a higher level of dedication and attachment to their organization. A servant leader plays an important role in increasing employee job satisfaction, furthermore it can be said that satisfied employees show higher emotional attachment of employees to their organization. Servant leadership contributes to making a positive attitude to employees and creating a positive working atmosphere for both the organization and employees. When employees perceive leadership qualities positively, employees are more likely to show enthusiasm as well as show higher levels of satisfaction (Lin et al., 2020). Job satisfaction can create high loyalty to the company thereby increasing employee organizational commitment. This study aims to analyze the role of job satisfaction in mediating the effect of servant leadership on organizational commitment.

Social exchange theory is one of the significant theories for understanding workplace behavior from a psychological side (Safdar and Liu, 2019). As social creatures, humans are always creating interactions and building relationships with other humans. In social exchange relationships, individuals develop a series of mutually beneficial reciprocities (Masterson, et al., 2000). Every individual will always try to return the favor to anyone who has given him an advantage. The tendency of the individual to reciprocate the resources and support he receives from others is very strong, leading to phenomena such as reciprocal norms and expressed by increasing his commitment to the organization (Liden et al., 2003).

Erdurmazli (2020) in his research stated that organizational commitment will be created if employees feel that their leaders support and behave fairly to them. A servant leader provides opportunities for followers to assist followers in learning new skills and encourages followers to participate in decision-making in the organization; employees will reciprocate through increased emotional attachment to the organization, with an increased form of commitment to their organization (Lapointe, 2018). Setyaningrum et al. (2020) in their research also showed that servant leadership is a factor that can affect employee organizational commitment, this is evidenced by his research which obtained results that servant leadership has a significant positive effect on organizational commitment.

*H1: Servant leadership has a positive and significant effect on organizational commitment.*

Employees who have leaders who serve and always help the interests of their subordinates and include work decisions to their subordinates have implications for the high satisfaction of these employees (Huning, 2020). Job satisfaction is an employee's perception of their work, so it is important for leaders to pay attention to employee job satisfaction. Achen et al. (2019) in their research stated that services carried out by servant leaders are able to have a positive influence on employee job satisfaction, without causing excessive fear or reluctance to their leaders.

*H2: Servant leadership has a positive and significant effect on job satisfaction.*

Ashraf (2020) conducted research at the Institute of private universities in Bangladesh revealed that when employees are satisfied with their colleagues, then at that time organizational commitments will be formed that make them want to stay in the organization where they work. The results of research from Huynh (2020) job satisfaction have a positive influence on organizational commitment. Sharing dimensions of job satisfaction, such as satisfaction with salary and co-workers as well as the job itself is necessary for employees to meet their basic needs. When their needs are met, their level of organizational commitment is higher.

*H3: Job satisfaction has a positive and significant effect on organizational commitment.*

Committed employees tend to have responsibility for their work and organization, so an organization needs to pay attention to dimensions of job satisfaction such as the job itself, salary, promotion, co-workers and supervision in order to increase the organizational commitment of employees. Leaders who pay attention to and support the work of their followers can increase the job satisfaction of their followers and increase their organizational commitment to the company (Dwiki, 2018). This research is in line with Aboramadan et al. (2021) showing that there is a positive and significant relationship between servant leadership and organizational commitment mediated by job satisfaction. A servant leader plays an important role in increasing employee job satisfaction, furthermore it can be said that satisfied employees show higher emotional attachment of employees to their organization.

*H4: Job satisfaction mediates the effect of servant leadership on organizational commitment.*

## METHODS OF RESEARCH

This research was designed with a quantitative approach and is an explanatory causal research that aims to determine the effect of two or more variables. The effect of variables that will be analyzed in this study is the effect of servant leadership on job satisfaction and

organizational commitment. The research was conducted at Tri Homestay which is located at Jl. Puri Gerenceng, Tuban, Bali and Jl. Toya Ning, Ungasan, Bali. The population of this study was all employees of Tri Homestay which amounted to 68 people. The sample in this study was 68 employees. The sampling technique in this study uses non-probability sampling with saturated sampling determination techniques. The data collection methods used in this study were interviews and questionnaires.

The type of data used in this study is quantitative data used in this study in the form of data on the number of employees at Tri Homestay and data on questionnaire results and qualitative data in this study in the form of company history and profile. The data sources used in this study were obtained from primary sources obtained directly from Tri Homestay employees by filling out questionnaires about the variables studied and secondary sources obtained indirectly from Tri Homestay Human Resource Development regarding the history and profile of the company and research phenomena. The data collection method uses direct interviews with Tri Homestay human resource development to obtain information about the research object and uses questionnaires by providing a set of questions and written statements to respondents to be answered about the research object at Tri Homestay. Data analysis techniques in this study use two analytical techniques, namely descriptive statistical analysis to analyze data by describing or describing data and inferential statistical analysis using SEM-PLS 4.0.

## RESULTS AND DISCUSSION

The characteristics of most respondents are male with a percentage of 72.06 percent and the remaining percentage of female respondents of 27.94 percent. Based on age, respondents aged 20-29 years were dominated by a percentage of 42.66 percent.

Table 2 – Test Outer Model

Variable	Dimension	Indicators	Outer Loading *)	AVE *)	Composite Reliability **)	Cronbach Alpha **)
Organizational Commitment (Y)	Affective commitment (Y1)	Y1.1	0.919	0.846	0.943	0.909
		Y1.2	0.872			
		Y1.3	0.795			
	Continued commitment (Y2)	Y2.1	0.947			
		Y2.2	0.954			
		Y2.3	0.846			
	Normative commitment (Y3)	Y3.1	0.895			
		Y3.2	0.919			
		Y3.3	0.929			
Job Satisfaction (Z)	The work itself (Z1)	Z1.1	0.948	0.741	0.934	0.912
		Z1.2	0.916			
		Z1.3	0.832			
	Pay (Z2)	Z2.1	0.944			
		Z2.2	0.912			
		Z2.3	0.950			
	Promotion opportunities (Z3)	Z3.1	0.957			
		Z3.2	0.950			
	Co-workers (Z4)	Z4.1	0.907			
		Z4.2	0.929			
	Supervision (Z5)	Z5.1	0.969			
		Z5.2	0.965			
Servant Leadership (X)	Agape love (X1)	X1.1	0.988	0.685	0.929	0.908
		X1.2	0.989			
	Humility(X2)	X2.1	0.941			
		X2.2	0.942			
	Vision (X3)	X3.1	0.940			
		X3.2	0.928			
	Trust (X4)	X4.1	0.946			
		X4.2	0.948			
	Empowermet (X5)	X5.1	0.942			
		X5.2	0.947			
	Service(X6)	X6.1	0.966			
		X6.2	0.960			

Source: Primary data processed, 2023. Description: \*) the indicator is said to be valid, if outer loadings and AVE > 0.50. \*\*) The indicator is said to be reliable, if Composite Reliability and Cronbach Alpha > 0.70.

The majority of employees at Tri Homestay have the last level of vocational education with a percentage of 64.70 percent. This shows that Tri Homestay recruits more employees from championship schools who are more likely to require skills and practice. The working period of Tri Homestay respondents is dominated by employees with a working period of  $\geq 48$  with a percentage of 25 percent. The outer model test results are measured based on validity and reliability, the outer model test results are described in Table 2.

Inner model testing is done to see the relationship between construct, significance value and R-square of the research model.

Table 3 – R-square

Construct	R-Square
Organizational Commitment (Y)	0.805
Job Satisfaction (Z)	0.877

Source: Primary data processed, 2023.

A model has a relevant predictive value if the Q- square value is greater than 0. Based on Table 3, it is necessary to calculate the Q-square ( $Q^2$ ) to measure how well the observation values are produced by the model and also the parameter estimation as follows:

$$Q^2 = 0.976$$

The results of this calculation show that the  $Q^2$  value is  $0.976 > 0$ . The model can be said to be good and has a relevant predictive value of 97 percent. This shows that variations in organizational commitment variables can be explained by the variables used is job satisfaction and servant leadership variables, while the remaining 3 percent is explained by other variables outside the model. This study uses a Partial Least Square (PLS) analysis approach to test the research hypothesis. The results of the output path coefficients value are the basis used in testing the hypothesis presented in Table 4.

Table 4 – Path Coefficients

Variable	Path Coefficients	T-Statistics	P-Values	Description
Servant Leadership (X)-> Organizational Commitment(Y)	0.291	2.736	0.006	Significant
Servant Leadership (X) -> Job Satisfaction (Z)	0.415	5.989	0.000	Significant
Job Satisfaction (Z)-> Organizational Commitment (Y)	0.353	1.992	0.047	Significant

Source: Primary data processed, 2023.

The direct effect of servant leadership on organizational commitment has a path coefficient value of 0.291 with t-statistics of 2.736 and a p-value of 0.006, this means that there is a positive and significant effect between servant leadership and organizational commitment.

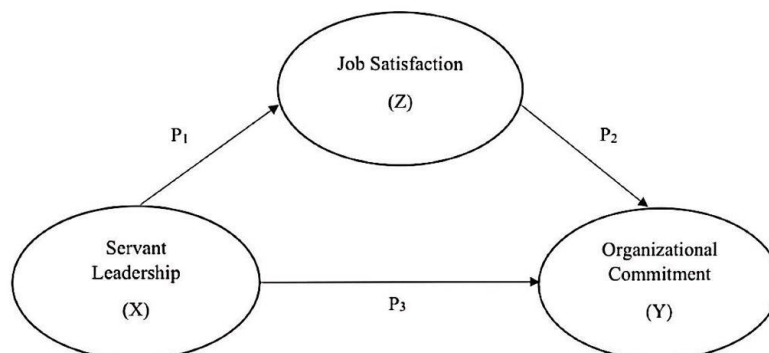


Figure 1 – Mediation Testing Methods:  $P_1$ : Direct effect of exogenous variables on mediated variables;  $P_2$ : The effect of the mediating variables on the endogenous variables;  $P_3$ : The effect of exogenous variables on endogenous variables

The direct effect of servant leadership on job satisfaction has a path coefficient value of 0.415 with t-statistics of 5.989 and a p-value of 0.000, this means that there is a positive and significant effect between servant leadership and job satisfaction. The direct effect of job satisfaction on organizational commitment has a path coefficient value of 0.353 with t-statistics of 1.992 and a p-value of 0.047, this can be interpreted that there is a positive and significant effect between job satisfaction and organizational commitment. The mediation variable testing method is used to determine the level of intervention of mediation variables whether full mediation, partial mediation, or non-mediation. The following is an explanation of mediation testing. The mediation testing method is described in Figure 1.

The basis for testing mediating variables can be determined by examining the significance of direct influences between variables described in Table 5.

Table 5 – Mediation Test Results

The mediating role of job satisfaction on the effect of servant leadership on organizational commitment	P <sub>1</sub>		P <sub>2</sub>		P <sub>3</sub>	
	path coefficient	p-value	path coefficient	p-value	path coefficient	p-value
	0,415	0,000	0,353	0,047	0,291	0,006

*Source: Primary data processed, 2023.*

Table 5 explains P<sub>1</sub>, P<sub>2</sub> and P<sub>3</sub> as positive and significant. This suggests that job satisfaction mediates partially complementary to the effect of servant leadership on organizational commitment. The stronger the servant leadership, the higher the level of employee job satisfaction which results in increased employee organizational commitment.

The results of the study show that the empowerment given by Tri Homestay leaders to their employees has a strong effect on servant leadership and affective commitment has a high effect on organizational commitment. Tri Homestay leaders have empowered their employees with opportunities, so that employees can develop their skills, which has a strong effect in the empowerment dimension. Employees who are given opportunities from their leaders to develop skills, can make these employees emotionally attached to Tri Homestay. This indicates that servant leadership has an important role in increasing organizational commitment. The results provide empirical evidence that servant leadership has a significant positive effect on organizational commitment. This can explain that the stronger the servant leadership at Tri Homestay, the higher the organizational commitment of employees to Tri Homestay. The results of this study are in line with previous research from Lapointe (2018), Joo (2018), Erdurmazli (2020) and Setyaningrum et al. (2020).

The empowerment given by Tri Homestay leaders to their employees has a strong effect on servant leadership and the satisfaction with the employee's own work has a high effect on employee job satisfaction. Tri Homestay leaders have empowered their employees with opportunities, so that employees can develop their skills, which has a good effect in the empowerment dimension. Employees who feel empowered by their leaders will feel the suitability of the skills they have with the work done, can use their own way in completing their work and like every result of the work they have completed, so as to create a sense of job satisfaction in Tri Homestay employees. This indicates that servant leadership has an important role in increasing employee job satisfaction. The results provide empirical evidence that servant leadership has a significant positive effect on job satisfaction. This is able to explain that when the stronger the servant leadership at Tri Homestay, the higher the job satisfaction of Tri Homestay employees. The results of this study are in line with previous research researched by Huning (2020), Ozturka (2021) and Achen et al. (2019).

The job itself for Tri Homestay employees has a high effect on job satisfaction and affective commitment has a high effect on organizational commitment. Tri Homestay employees who feel that there is a suitability of their skills with the work done, can use their own way of completing work and like every result of the work they have completed, it can have a high effect on employee job satisfaction. When Tri Homestay employees are satisfied with this, it can trigger the emergence of an emotional bond of employees to their company so as to increase their organizational commitment to Tri Homestay. This indicates that job

satisfaction has an important role in increasing organizational commitment. The results provide empirical evidence that job satisfaction has a significant positive effect on organizational commitment. This is able to explain that when the higher the job satisfaction of Tri Homestay employees, the higher the organizational commitment of employees to Tri Homestay. The results of this study are in line with previous research from Cherif (2020), Cinar (2022), Ashraf (2020) and Huynh (2020).

There is significance in the mediating role of job satisfaction on the effect of servant leadership on organizational commitment effect by the work of the employees themselves. Employees who feel the suitability of the skills possessed with the work done, can use their own way in completing their work and like every result of the work they have completed has a high satisfaction effect on the work itself. When employees have leaders who serve and feel empowered by their leaders, employees will feel the compatibility of their skills with the work done, can use their own way in completing their work and like every work they have completed, then it can increase the sense of job satisfaction in Tri Homestay employees. The satisfaction felt by employees in their work contributes highly to organizational commitment with the emotional attachment of employees to Tri Homestay. The results provide empirical evidence that job satisfaction is able to partially mediate complementary to the effect of servant leadership on organizational commitment. This is able to explain that when the stronger the servant leadership at Tri Homestay, the higher the job satisfaction felt by employees which results in increased organizational commitment of employees at Tri Homestay. The results of this study are in line with previous research from Aboramadan et al. (2021), Stein (2019) and Kaur et al. (2018).

This research provides theoretical implications that servant leadership has a positive and significant effect on organizational commitment, has confirmed the theory that employees who have strong servant leaders will have high organizational commitment. Employees who feel empowered with opportunities by their leaders feel obligated to reciprocate in the form of positive outcomes by increasing their organizational commitment. Servant leadership has a positive and significant effect on job satisfaction, has confirmed the theory that employees who have a strong servant leader will feel job satisfaction. Employees who feel empowered with opportunities by their leaders feel they have satisfaction with their work. Job satisfaction has a positive and significant effect on organizational commitment, has confirmed the theory that employees who have high job satisfaction will have high organizational commitment. Employees who feel that the skills they have in accordance with the work done, can use their own way of completing work and like each result of their work can increase their organizational commitment to the company. The practical implication in this study is that this research can be used as input to Tri Homestay based on descriptive analysis, namely the management of Tri Homestay needs to emphasize or increase the values of loyalty to its employees so that employees will not accept offers from other companies to leave the company. Employee job satisfaction about the salary received, especially in the bonus given to Tri Homestay employees, needs to be considered to match the workload given. Tri Homestay leaders also need to pay attention to their talents in serving employees and Tri Homestay leaders' views on serving as their mission responsibility.

In this research process, there are several limitations that need to be taken into consideration for further research. As for some limitations, this study relies on the results of questionnaires with a large number of indicators used, this has the potential to confuse respondents, resulting in distortion of the average value of each variable. Another limitation in this study is that the study does not distinguish the characteristics of permanent employee work status with contracts, because in the field there is no different treatment from Tri Homestay.

## **CONCLUSION**

Based on the analysis and discussion that has been presented, the conclusions and research results that can be obtained are as follows. Servant leadership has a positive and significant effect on organizational commitment, indicating that the stronger the servant

leadership, the higher the organizational commitment of employees. Servant leadership has a positive and significant effect on job satisfaction, indicating that the stronger the servant leadership, the higher the employee's job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment, indicating that the higher the job satisfaction, the higher the organizational commitment of employees. Job satisfaction mediates partially complementary to the influence of servant leadership on organizational commitment, suggesting that the stronger the servant leadership, the higher the job satisfaction felt by employees, resulting in increased organizational commitment of employees to the company.

The recommendation that researchers hope can be useful for Tri Homestay and other parties in need is that the company must always emphasize or increase the values of loyalty to its employees to foster a sense of pride and remain loyal to the company as an obligation for employees, so that employees do not have the desire to leave the company. Companies should pay more attention to the salaries given to employees, especially the bonuses received by employees when working overtime, so that employees feel the bonuses given by the company are in accordance with their workload. Company leaders need to better serve their employees by motivating or paying attention to the work done by employees, so that employees feel the leader is talented and responsible in serving them.

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