

# Peran Servant Leadership, Public Service Motivation & Affective Commitment terhadap Organizational Citizenship Behavior (OCB-I & OCB-O) Pegawai di Organisasi Publik = The Role of Servant Leadership, Public Service Motivation, & Affective Commitment towards Organizational Citizenship Behavior (OCB-I & OCB-O) of Employees in Public Organizations

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## Abstrak

Meningkatkan kinerja karyawan menjadi fokus salah satu otoritas layanan publik di Indonesia untuk meningkatkan kualitas layanan publik pada kinerja yang akan datang disebabkan oleh penurunan indeks kepuasan masyarakat di tahun 2021 bila dibandingkan dengan periode sebelumnya. Banyak penelitian menunjukkan bahwa OCB diperlukan untuk meningkatkan kualitas layanan dan kinerja secara keseluruhan dalam organisasi sektor publik. Penelitian ini menguji pengaruh servant leadership (SL) terhadap organizational citizenship behavior (OCB) melalui peran mediasi public service motivation (PSM) dan affective commitment (AC). Model ini diuji menggunakan CB-SEM untuk menganalisis data dan menguji hipotesis penelitian. Temuan menunjukkan hubungan positif antara servant leadership dengan OCB (OCBI & OCBO), PSM, dan AC. Penelitian juga menemukan bahwa PSM dan AC memiliki pengaruh positif terhadap OCBI & OCBO serta memediasi hubungan antara SL dan OCBI serta OCBO. Hasil penelitian memberikan wawasan penting tentang bagaimana sektor publik dapat mengidentifikasi, mengembangkan, dan mempertahankan servant leader untuk memotivasi OCB karyawan.

.....Improving employee performance has become a focus for public service authorities in Indonesia to enhance the quality of public services, as evidenced by a decline in the satisfaction index in 2021 compared to previous periods. Numerous studies have highlighted the importance of organizational citizenship behavior (OCB) in enhancing service quality and overall performance within the public sector organizations. This study examines the influence of servant leadership (SL) on OCB through the mediating roles of public service motivation (PSM) and affective commitment (AC). The proposed model is tested using covariance-based structural equation modeling (CB-SEM) to analyze the data and test the research hypotheses. The findings demonstrate a positive relationship between servant leadership and OCB (OCBI & OCBO), PSM, and AC. The study also reveals that PSM and AC have a positive influence on OCBI & OCBO and mediate the relationship between SL and OCBI as well as OCBO. These research findings provide crucial insights into how the public sector can identify, develop, and retain servant leaders to promote employee OCB.