

Investigating the Mediating Role of Organizational Commitment in the Link Between Servant Leadership and Employee Performance

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Article Info	Abstract
<p><i>Keywords:</i></p> <ul style="list-style-type: none">○ <i>Performance;</i>○ <i>Commitment Organizational;</i>○ <i>Servant Leadership;</i>	<p>Study This goal For the purpose of understanding how organizational ones' commitment to mediation affects performance. Utilize a quantitative, descriptive, and verifiable approach. Using a survey and random sampling, data are collected. Respondents are private sector lecturers at 29 universities in West Java. Using the Process Macro AF Hayes SPSS plug-in, analyze mediation. The findings of the analysis demonstrate that servant leadership has a good influence on performance, as well as organizational commitment, and that these three factors work together to positively affect Servant Leadership. This indicates that performance levels will increase when organizational commitment is high. This conclusion can be understood to mean that the lecturer has a higher level of ownership in the organization, which in turn has a higher level of positive servant leadership influence on the lecturer's performance.</p>
<p>Article History</p> <p>Received: 12 - 11 - 2025 Accepted: 20 - 12 - 2025 Published: 25 - 01 - 2026</p>	

INTRODUCTION

Achievement objective organization is one measure assessing something's success. If member organizations work together, their efforts will be seen in the performance that results. because a source of power's performance is a crucial factor for a company. Source Power Man or Employee can Work with maximum effort if they feel that the company where they work is a caring one and is the greatest location for them. Feeling the will lead them to believe they are unworthy of leaving it. circumstances This demonstrates the great level of dedication the source Power person / employee has to the company (Wibowo, 2015). Meyer and Allen give context to the idea that organizational commitment is tight and that there is no desire to leave the organization. Organizational commitment plays a crucial role in boosting performance through effort. Organizational commitment is the desire to actively involve oneself in achieving the organization's goals and the identification with oneself as a member of the organization. According to Mowday, commitment to an organization is made up of two elements: a desire to be active in its attainment of its goals and a feeling of self-identification as a member of it. (2015) Wibowo

According to Heller (in Wibowo, 2015: 191), a number of predictable factors _ can increase organizational commitment, including quality and style or approach leadership, need

psychological, intellectual and emotional workers, work and motivation worker, rewarding excellence, appreciating excellence, and positive environment _ in the workplace. on study The organizational variables explored in effort improvement performance are servant leadership and commitment. Organizational predictions suggest that servant leadership and devotion can boost performance. Wekesa et al. (2013), Bohlen Purba & Ali (2018), Hidayah & Tobing (2018), Journal et al. 2020, Harwiki (2014), and Al Madi et al. (2017) are just a few examples of studies that support this claim.

According to Servant Leadership Northouse (2013:207), servant leadership is a leadership-focused approach that looks at leaders and their actions from all angles. Servant leadership places a strong emphasis on a leader's ability to empathize with followers' difficulties and help them grow. Northouse went on to say that servant leadership is ethical and that it also serves the larger interests of communities, companies, and society at large. According to Greenleaf in Northouse (2011:207), servant leadership began with a feeling of natural desire to serve others more. Then, someone's conscious decision gives them hope for leadership. Greenleaf emphasized that having servant leadership is not a sufficient social response for caring for individuals who are unfortunate or lack resources. A leader uses institutionalized power and control while also snatching some of the authority away from those being led. According to Greenleaf, servant leadership values the community because it provides opportunities for individuals to directly interact with one another and develop their dependability, respect, and trust.

According to Liden in Northouse (213:220), a culture of mutual service will be established both inside and outside the organization when many leaders choose servant leadership. According to Graham in Northouse (2013: 220), servant leadership is often used to serve society, "which is not have."

LITERATUR REVIEW

Enthusiasm Organizational

Organizational commitment is the desire to actively involve oneself in achieving the organization's goals and the identification with oneself as a member of the organization. (1982, p. 186; Mowday). Mowday explain that organization's dedication That is made up of two elements: the desire to be active in the attainment of organizational goals and the sensation of self-identification as a member of the organization.

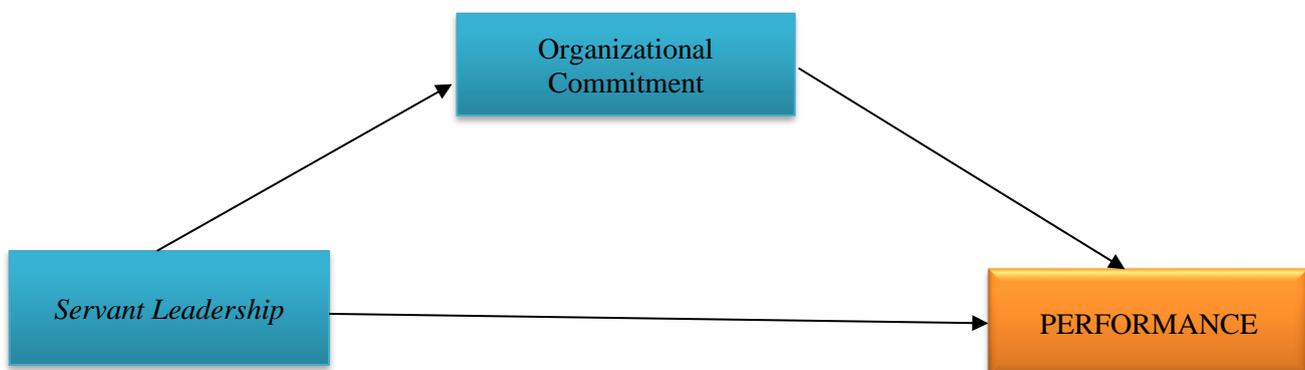
Positive relationships between organizational commitment and anticipated outcomes, such as good performance, low turnover, and low absence, exist. According to research findings, commitment workers relate to others in ways such as warmth, organizational support, and a desire to develop into effective team players who are willing to assist. 2018 (F. Luthans)

Organizational commitment is required for the University to go forward successfully and smoothly because of the role that humans play in organizations. Because of this, source Power

that humans possess must be conserved, especially source Power quality human. Universities are needed to uncover associated issues that might influence organizational commitment that is embedded in each person. When a lecturer has a high level of devotion, it affects work productivity and, ultimately, university productivity.

Performance

Performance levels attained by both individuals and groups are crucial to a business. Performance can be measured for organizations to see whether or not established goals have been attained. Performance is defined as results-related work with objective organization, i.e. quality, efficiency, and criteria effectiveness (Gibson, 2016). other work. There are three variables that were foreseen to affect performance. The three factors are the individual, the psychological, and the organizational components. A person's ability, skills, background, family history, employment history, and demographic make up some of the factors. Perception, role, attitude, personality, motivation, work environment, commitment, and job happiness are all psychological factors. Organization of factors. Contrarily, factor organization has connections to leadership, design work, structure organization, and systems reward (reward system). If an employee has high competence, high motivation for their profession, and a supportive environment, they can meet performance goals. _ According to Gibson within (Wake Up, 2018), performance is defined as the outcomes of someone's labor that are in accordance with the demands of their position. The viewpoint given by Bernardin, according to which performance is notes created results _ someone at a specific time, is also supported. In contrast to Bangun and Bernadin, Mathis and Jackson argue that performance is a function of aptitude multiplied by drive multiplied by organization support. (2016) (RI Mathis & JH). Temporary Hellreigel's interpretation of performance was that it was personal work that had been earned. _ While (Wirawan, 2017) argued that performance is the product of work done over a period of time. Performance made by an individual or group helps the organization as a whole attain its objectives. Based on the above-mentioned explanations of performance, commitment, organization, and motivation, links between variables and performance, and findings from past studies relating to factors or expected variables _ that can boost performance, the research model was developed. This is what happens:



Research Model in Figure 1

There are three (three) hypotheses in the study based on the research model. These are:

H1: Servant leadership influences performance in a favorable and meaningful way.

H2: Organizational commitment is important to performance and impactful.

H3: Organizational commitment mediates the influence of servant leadership on performance

RESEARCH METHOD

Objet de recherche This includes the factors of performance, which is a variable dependent element, servant leadership, which is a variable independent factor, and motivation, which is a variable moderation factor. However, the topic study Powerful individuals' roles as sources and providers of data are necessary in Java Middle ones education at private colleges. Study This study employs a quantitative descriptive and verification methodology. To make a description, description, or painting in a manner systematic, factual, and accurate about facts, attributes, as well as connection between phenomenon being investigated, use a method that is descriptive. This method may be used to examine the status of a group of people, an object, a set of conditions, a system of thinking, or something class purposeful present events. (2014) (M. Nazir). Study Descriptive studies focus on problems that are real and ongoing at the time of the study to make problem-solving in the classroom more effective. The SPSS plug-in Macro Process Hayes version 3.5 is used for data processing. Lecturer at a private institution makes up the population in Java Middle. Every sample has equal opportunities under the retrieval technique of probability random sampling, which means that each sample is chosen at random. Up to 150 teachers from 29 private universities in West Java responded to the survey. Spread questionnaires are used in data collection procedures. The next step is successful data collection, score analysis, and descriptive and statistical testing.

RESULTS

Tests of Validity and Reliability

The following functioned as the validity test and reliability test:

Table 1 Validity Test

Variable	Score	Criteria	Decision
sl	0.368	>0.29 0	Valid
KO	0.473	>0.29 0	Valid
KIN	0.465	> 0.29 0	Valid

Source: processed primary data (2022)

Results from 150 respondents' validity tests indicate that the mark Corrected Items - Total Correlation is higher than 0.29. It may be inferred from the validity test findings in Table 1 that all indicators from all variables have valid data. If accepted as true, the questionnaire would have been a respectable and high-quality test tool.

Table 2 Reliability Test

Variable	Results	Criteria	Decision
sl	0.854	>0.700	Reliable
KO	0.753	>0.700	Reliable
KIN	0.796	> 0.700	Reliable

Source: processed primary data (2022)

Results of the reliability test reveal that every variable's own mark Cronbach's Alpha is above 0.7, indicating that every piece of information on every variable was deemed reliable. Accordingly, the questionnaire's quality and fulfillment conditions were indicated as the tool used to gather the data for this study. Table 2 shows that the entire variable Effective servant leadership, organizational commitment, and performance have met the dependability test standards with a mark greater than 0.700. Thus, the entire instrument research is valid and used as a tool for research.

Coefficient Determination and Test F

Table 3 . Table Coefficient Determination and Test F

Summary	R	R- sq	MSE	F	Df1	Df2	p.s
models	0.4379	0.2246	225,100	35.8787	1,000	268,000	0.0000

Source: processed primary data (2022)

Table 3 shows that the variables servant leadership and organizational commitment can account for 22.46 percent of the variance in performance, with the remaining variance explained by other factors not covered by this study. While the results of the F test show that the p value is less than 0.005, or 0.0000, it means that organizational commitment significantly mediates and influences servant leadership.

Table 2 . Analysis Mediation

Connectio n	Total Impac t	Influenc e Direct	Influenc e No Direct	Confidence Intervals	t- statisti c	Conclusio n

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VOLUME 1 ISSUE 1 ; January - June (2026)

				Lower Bound	Upper bound		
SL - →KO →KIN	0.5486 (0.000)	0.3770 (0.000)	0.1716	0.0659	0.3458	5.3518	Partial Mediation

Source: processed primary data (2022)

Table 4's findings analysis can be shown to indicate that there is a significant relationship between direct servant leadership and performance, with a mark coefficient of 0.3370 and no such relationship ($b = -0.1716$, $p < 0.05$, $t = 0.3518$). Consequently, findings analysis This supports the first, second, and third hypotheses. This is the reason We can infer that commitment organizational mediates servant leadership to performance in a way that is only partially effective because neither good impact direct nor influence No direct own considerable influence . Hypothesis testing 1 demonstrates a favorable and substantial relationship between performance as a variable dependent and servant leadership as a variable independent (Hayes & Rockwood, 2020). Respondent will meet the criterion enough if they are a lecturer on servant leadership at a private university in Java Central. Respondent will conduct lecturer entry in sufficient high criteria, thus are the outcomes. on study This research program's indicator head admitted weaknesses and errors in order to receive a high score. High servant leadership was demonstrated by rewarding all of the efforts made by subordinates. It signifies that the performance that results will be of a higher level the more tall level servant leadership that is possessed. Test results indicate a positive correlation between servant leadership and performance. The results of the analysis can be used to infer that a private institution in West Java has more tall owned servant leadership lecturers and growing tall level commitment organizational structures owned by lecturers. High servant leadership has an impact on this because it is relevant with high performance. Statement This improves the performance by making the more tall owned servant leadership lecturer more tall level. This finding is consistent with research showing that servant leadership has a favorable impact on workers' performance (Rahayu, 2019), a private university instructor in West Java who claimed that servant leadership can boost productivity. Research findings This is also consistent with findings from studies by Allen et al. (nd) and Al Hila & Al Shobaki (2017), which found that servant leadership improved performance in employees at Academy Pharmacy and Technical Colleges in the Gaza Valley and the Kingdom, respectively. According to (Jurnal et al., 2020), servant leadership has a large and favorable impact on employee performance.

Second hypothesis test High organizational commitment will positively impact the results attained. Organizational commitment is crucial for employees since it may be used as a method to improve performance and effectiveness as well as individual worker efficiency. 2017 (Varmakant). This indicates that there is a positive relationship between organizational commitment and performance; hence, the higher the degree of the ensuing performance, the

stronger the organizational commitment. Test results for organizational commitment to performance demonstrate a favorable and significant influence. Based on results analysis, it can be inferred that a private university in Java Middle has a high dedication organizational educator who has an impact on performance improvement.

According to hypothesis testing number three, a positive and significant commitment to the organization mediates the impact of servant leadership on performance. This indicates that organizational commitment is a pure mediator. Organizational commitment has a favorable association with the anticipated outcome, which is performance height. (2018) (F. Luthans). Organizational commitment influences performance in a beneficial way. (Tone, 2018); (Sulasmi, 2016); (Bagus Agung Dharmanegara et al., 2016). The results of the tests indicate that organizational commitment mediates on influence organizational commitment to performance in a limited way. This can be read as an organizational lecturer who is committed. lecturer at a private institution in West Java with no direct influence on performance. I feel at home working at this university because it is well organized and committed, and I won't be staying there much longer. Findings This demonstration of private university Java lecturer performance A commitment organization run by the lecturer spans the gap. This finding is consistent with research by Tolentino, who found that organizational commitment has a positive and significant impact on the performance of university staff in Manila, and Koesmono (2014), who found that organizational commitment has a positive and significant impact on the performance of a lecturer at a private university in East Surabaya. Runi et al. (2017), Hairuddin et al. (2017), Ac Simatupang & P. saroyeni (2018), Hidayah & Tobing (2018), and Narasuci & Setiawan Noermijati (2018) are a few examples of recent studies. Whereas (Rantesalu et al., 2016) found in their research that SMK Teachers in Temanggung benefited from servant leadership's favorable and significant impact on their performance.

CONCLUSIONS

Results of research This demonstrates the connection between organizational commitment and good performance. Excellent organizational commitment results in excellent performance. Organizational commitment influences performance in a beneficial way. Results of research This is consistent with findings from studies by Tone (2018), Bagus Agung Dharmanegara et al. (2016), and Sulasmi (2016). According to test results, organizational commitment mediates the influence of servant leadership on performance. This might be taken to mean that an employee or professor with a high level of commitment will possess more performance. Study results suggest This indicates that the lecturer at a private university in West Java is mediating variable impact servant leadership to performance. One conceivable effort to be made is with greater commitment organizational lecturer especially first in order to achieve performance order can increase and attain according to the aim. The University's organizational structure for activities involving lecturers can be improved by doing things like rewarding or punishing lecturers according on how they perform.

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