

The Effect of Servant Leadership, Organizational Trust, Leader Trust on Organizational Commitment of Member BASARNAS in Nusa Tenggara Barat Province

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Abstract: This study aims to examine the effect of servant leadership on organizational commitment through leader trust and organizational trust as mediators. The research was conducted at the Nusa Tenggara Barat BASARNAS office. The research method used a survey with a questionnaire instrument. The sampling technique used purposive sampling with a sample size of 108 people. Data analysis and testing were carried out using structural equation modeling with AMOS software. The results of this study indicate that servant leadership has a significant effect on leader trust and organizational trust, leader trust and organizational trust have a significant effect on organizational commitment, and leader trust and organizational trust mediate the effect of servant leadership on organizational commitment. The implications of the research result prove that servant leadership plays a role in increasing the organizational commitment of employees.

Keywords: Servant leadership, leader trust, organizational trust, and organizational commitment.

I. Introduction

McNesee-Smith (1996) explains that organizational commitment plays an important role in measuring the level of strength possessed by organizational members in the implementation of organizational goals and values. Organizational commitment is very dependent on the emotional condition of employees to achieve organizational goals and will appear when employees feel comfortable in their organization. Organizational commitment describes the attachment of its members to the organization where they work. Besides, organizational commitment also plays an important role in maintaining and maintaining competent members and other resources that can benefit the organization.

The formation of commitment cannot be separated from the role of a leader. One of the roles that a leader can play in shaping member commitment is by behaving positively and always maintaining good relationships and showing genuine concern for caring, guiding, and communicating with members so that later it will build a positive image of the leader. This phenomenon is also known as the term servant leadership. According to Hale & Fields (2007), servant leadership is a leadership practice that places the good of the people being led in the leader's interests, emphasizes the behavior of the leader, which ultimately focuses on developing members, and does not emphasize the breeding of the leader. Furthermore, servant leadership according to several studies is a factor that affects organizational commitment (Krog&Govender, 2015; Lapointe&Vandenbergh, 2015; Harwiki, 2016; Schwepker, 2016).

A positive image of a leader formed from servant leadership will produce a strong trust from members to the leadership and organization (Kashyap&Rangnekar, 2016; Miao et al., 2014; Jaiswal&Dhar, 2017; Karatepe et al., 2019; Zargar et al., 2019), this trust will have a direct positive impact on organizational achievement. Individuals who feel confident in other individuals or groups, these individuals will have confidence that their hopes and needs can be met, other than

that there will be no form of disappointment that they will feel. In other terms, it indicates that someone will give optimal effort to others if a strong trust has been formed in that person. Rigsbee (2001) states that the success of a relationship is strongly influenced by the strong trust between individuals or groups. Besides, trust will create an effective and productive relationship in the work environment. With the high level of member trust in the leader and organization, unconsciously these members will have great concern for the survival of the organization, and of course, will be happy to make optimal efforts for the survival of the organization. Thus, when employees' trust is getting stronger towards the organization and superiors, employees will increasingly show a high commitment to the organization where they work. This statement was also conveyed in several previous studies where trust in organizations and leaders had a positive effect on organizational commitment (Chen et al., 2015; Dursun, 2015; Fard&Karimi, 2015; Ajike, 2016; Vanhala et al., 2016; Xiong et al., 2016; Xiong et al., 2016; Ugboro, 2016; Prasetya et al., 2017).

After conducting studies and reviews on previous studies, researchers focused on aspects of servant leadership, organizational trust, and trust in leaders in examining organizational commitment. This is because previous studies still show inconsistent results in explaining the structure. Furthermore, in many relevant studies the variable servant leadership, organizational trust, and trust in a leader have never been formed as a single framework for thinking in examining organizational commitment. On the other hand, the aspects of servant leadership, organizational trust, and trust in leaders are believed by researchers to have strong relevance in explaining the conditions in various government organizations today. So that this article is expected to be able to make a positive contribution to all types of organizations including government organizations in providing optimal services for the community.

II. Literature Review

Organizational commitment will be shown by someone with loyalty, participation in work, acceptance of organizational values, and goals as an effort to believe in the organization where he works (Allen & Mayer, 1990). This definition is in line with the statement previously stated by Gibson et al., (1973) that organizational commitment is characterized by loyalty, feelings of involvement in organizational tasks, and acceptance of organizational goals. The next definition is also presented by Colquitt et al., (2011) in their research, organizational commitment is a factor that causes individuals to choose to stay as members or even choose to leave as members for the sake of a job or other organization. According to Allen & Mayer (1990), organizational commitment consists of several dimensions, first, affective commitment reflects that a person works not solely on economic considerations but is driven by personal beliefs, desires, and personal advances from the bottom of the heart. The second continuance commitment is formed because of the consideration of the reward or economic value that is lost if he resigns as a member of the organization. And, normative commitment is formed due to moral and ethical reasons, so that they feel obliged to continue to survive in the organization.

Greenleaf (2002) states that servant leadership is formed because of a thought in the deepest part of the heart to provide service first to others. Greenleaf (2002) argues that effective servant leadership can be assessed by whether the individual after being served experiences growth into a better individual, whether the individual after being served becomes healthier, wiser, free, autonomous, and has the potential as a future servant (leader). , is there a negative impact felt by others on the implementation of service leadership, and finally, whether with the presence of servant leadership other people can benefit or at least not deprived of their rights further. According to Liden et al., (2015) servant leadership consists of seven constructs including emotional, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically.

According to Rotter (1967), trust reflects the belief in fulfilling one's obligations for the words and/or commitments that have been conveyed, usually, it will be shown in an exchange relationship. This statement is in line with what Morgan & Hunt (1994) stated, the trust will be formed from an exchange relationship between individuals and/or groups that have integrity and can be trusted. Mayer et al., (1995) stated that trust contains three aspects including ability, benevolence, and integrity. Ability (ability) is related to how the organization can influence and authorize a more specific area through its competencies and characteristics. Kindness (benevolence) is defined as the sincere desire of the organization to fulfill its satisfaction so that it can generate benefits for the organization itself and its consumers. And integrity reflects the behavior and/or attitudes of the organization when conducting its business.

III. Servant Leadership on Organizational Commitment

Social exchange theory explains why servant leadership can increase subordinate organizational commitment (Liden et al., 2008). This is because the leadership is often personified as the face or representative of the organization, which is responsible for implementing organizational policies, the positive treatment of the leader will guide subordinates to reciprocate in the form of the desired work attitude such as organizational commitment. Several previous studies confirmed that there is a significant influence of servant leadership on organizational commitment (Lapointe&Vandenberghe, 2015; Harwiki, 2015; and Schwepker, (2016). This condition explains that the higher the servant leadership character of a leader, the higher the level of organizational commitment owned by the employee.

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

IV. Servant Leadership on Leader Trust and Organizational Trust

One of the trusts can be formed from the communicative and supportive behavior of the leader. Leader communication practices that demonstrate humility and empathy for subordinates positively influence followers' trust in the leader (Tschannen-Moran & Hoy, 1998; Woolston, 2001). Thus, it is assumed that follower trust in the leader is a product of the quality of servant leadership. Besides, with the formation of followers trust in the leadership, the trust will automatically be formed for the organization this is because leadership is a reflection of an organization, a leader who has control over all organizational policies. This statement is evidenced by several previous relevant research results, where servant leadership has a positive influence on trust in the leader and trust in organizations (Chan et al., 2014; Miao et al., 2014; Kashyap&Rangnekar, 2014; Jenaabadi&Jahantigh, 2014; Jaiswal&Dhar, 2015; Karatepe et al., 2019; Ilkhanizadeh&Karatepe, 2018; and Zargar et al., 2019). This shows that high servant leadership character can form high leader trust and organizational trust as well.

H₂: Servant leadership has a positive effect on leader trust.

H₃: Servant leadership has a positive effect on organizational trust.

V. Leader Trust and Organizational Trust on Organizational Commitment

According to Caproni (2001), the consequences of having trust in the organization by employees from the top to the bottom include the growing interest and desire to continue as part of the organization, the loyalty that employees have towards their duties and the organization, which will encourage a sense of belonging, employees to the organization and so on. When an organization involves employees in the process of achieving organizational goals, from formulation to implementation of the vision, mission, goals, and strategies. This will create a sense of responsibility for employees towards the final results of organizational activities and will always make optimal efforts to achieve organizational goals effectively.

According to Lau et al., (2008) employees usually understand the organization based on the actions of their leaders. This is because in an organization there is a leader as a controller, of course, the organization will show behavior according to the leader's will. Ketchand&Strawser (2001) stated that employees 'perceptions of superiors will be directly proportional to employees' perceptions of the organization. When members have positive perceptions of their superiors 'actions, members will automatically have positive perceptions of the organization as well, this is due to members' assumptions that their superiors or leaders behave by carrying the name of the organization. This condition confirms that members' trust in their leadership has a great opportunity to be manifested in a positive action or effort for the organization. This will indirectly have an impact on the high commitment of members to the organization. Several previous studies have confirmed that trust in superiors and organizations has a significant effect on organizational commitment (Chen et al., 2015; Dursun, 2015; Fard&Karimi, 2015; Ajike, 2016; Vanhala et al., 2016; Xiong et al., 2016; Ugboro, 2016; Prasetya et al., 2017).

H₄: Organizational trust has a positive effect on organizational commitment.

H₅: Leader trust has a positive effect on organizational commitment.

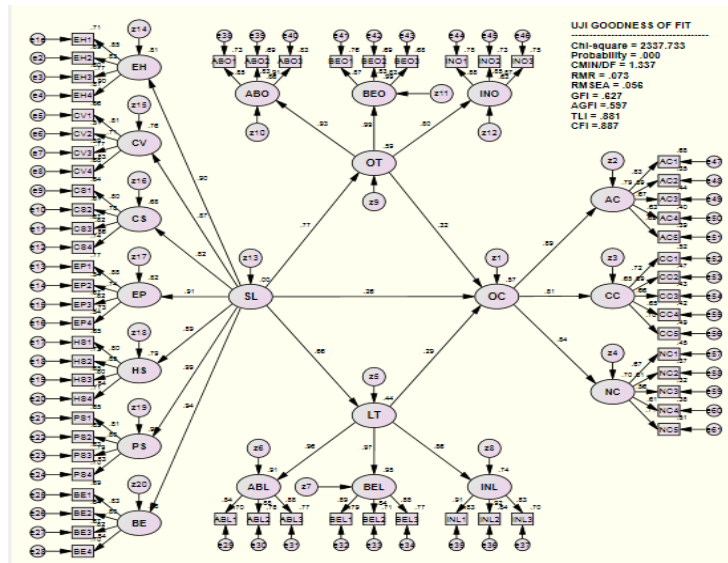
VI. Research Methods

Research respondents involved all members of BASARNAS in Nusa Tenggara Barat Province, Indonesia. There were 108 respondents recorded after deducting the number of leaders. Researchers used a purposive sampling method as a technique in data collection.

Organizational commitment is measured using 15 indicator items referring to the three constructs that have been previously developed by Allen & Mayer (1990). Servant leadership will be measured using 28 indicator items referring to the seven dimensions developed by Liden et al., (2015). Leaders of trust and organizational trust use 9 indicator items from three dimensions developed by Mayer et al., (1995). Furthermore, the indicator items will be assessed using a five scale known as the Likert scale.

VII. Result

Figure 1. Full Model Research



*Servant Leadership (SL), Organizational Trust (OT), Leader Trust (LT), Organizational Commitment (OC).

From the results of the goodness of fit test in the picture above, the chi-square index value is 2337,733, indicating that the level of profit acceptance is because the resulting figure is much greater than the maximum cut-off value criteria of $\leq 1846,379$. The value of the significance probability index is 0,000, indicating the level of acceptance of unfit because the resulting figure is much smaller than the cut-off value criterion ≥ 0.05 . The RMR index value is 0.073, indicating the level of acceptance of profit because the resulting figure is greater than the stipulated cut-off value ≤ 0.05 . The RMSEA index value is 0.056, indicating the level of acceptance of a good fit because it is under the cut-off value criterion ≤ 0.08 . The GFI and AGFI index values are 0.627 and 0.597, indicating the level of acceptance of profit because the resulting figure is much smaller than the minimum cut-off value ≥ 0.90 . The CMIN/DF index value is 1.337, indicating the level of acceptance of a good fit because it is under the cut-off value criteria ≤ 2.00 . The CFI and TLI index values are 0.887 and 0.881, indicating a marginal acceptance rate because the resulting figure is close to the minimum cut-off value ≥ 0.90 .

Table 1. Hypothesis Test

	Estimate	S.E.	C.R.	P	Assessment
OT <--- SL	.767	.098	7.110	***	Significant
LT <--- SL	.660	.102	6.609	***	Significant
OC <--- SL	.257	.115	1.686	.092	Non Significant
OC <--- OT	.324	.128	2.102	.036	Significant
OC <--- LT	.285	.094	2.243	.025	Significant

It was found that the value of the standardized regression weight coefficient between servant leadership on organizational commitment was 0.257. To test the influence between the two variables, it shows a C.R value of 1.686 with a probability of 0.092. Thus the first hypothesis is rejected based on a probability value of 0.092 which does not meet the requirements <0.05 and a C.R value of 1.686 which does not meet the requirements> 1.96. The coefficient value of standardized regression weight between servant leadership on organizational trust is 0.767. To test the effect between the two variables, it shows a C.R value of 7.110 with a probability of ***. Thus the second hypothesis is accepted based on a probability value of *** which has met the requirements <0.05 and a C.R value of 7.110 which meets the requirements> 1.96. The coefficient value of standardized regression weight between servant leadership and leader trust is 0.660. To test the effect between the two variables, it shows a C.R value of 6.609 with a probability of ***. Thus the third hypothesis is accepted based on a probability value of *** which has met the requirements <0.05 and a C.R value of 6.609 which has met the requirements> 1.96. The value of the standardized regression weight coefficient between organizational trust on organizational commitment is 0.324. To test the influence between the two variables, it shows a C.R value of 2.102 with a probability of 0.036. Thus the fourth hypothesis is accepted based on a probability value of 0.036 which has met the requirements <0.05 and a C.R value of 2.102 which has met the requirements > 1.96. The value of the standardized regression weight coefficient between trust leaders on organizational commitment is 0.285. To test the influence between the two variables, it shows a C.R value of 2.243 with a probability of 0.025. Thus the fifth hypothesis is accepted based on a probability value of 0.025 which has met the requirements <0.05 and a C.R value of 2.243 which has met the requirements> 1.96.

Tabel 2. Standardized Direct Effect Test

Variabel	SL	LT	OT	OC
LT	.660	.000	.000	.000
OT	.767	.000	.000	.000
OC	.257	.285	.324	.000

Tabel 3. Standardized Indirect Effect Test

Variabel	SL	LT	OT	OC
ST	.000	.000	.000	.000
OT	.000	.000	.000	.000
OC	.436	.000	.000	.000

The results of the direct effect and indirect effect test in the table above show that servant leadership has a direct effect of 0.257 on organizational commitment through organizational trust and leader trust. And the indirect influence of servant leadership on organizational commitment through organizational trust and leader trust is 0.436. These results indicate that organizational trust and leader trust play a role as a mediator between servant leadership on organizational commitment. Thus it can be stated that the sixth hypothesis and the seventh hypothesis are accepted.

VIII. Discussion and Conclusion

There is no significant effect of servant leadership on organizational commitment directly. This phenomenon can be influenced by a variety of factors including the existence of a system of leadership changes (head of the office) of BASARNAS every two or three years in each region in Indonesia. This condition allows each office to be led by a different leader in a relatively short time. Thus, the members consider that the character of the leader is not a reason to show the commitment of their organization. On the other hand, servant leadership will form a strong trust, trust in the leader, and/or the organization can encourage the formation of employee organizational commitment. This happens when employees feel that the organization's policies can have a positive impact on the employees themselves. Besides, there is a view that the organization is a source of livelihood for employees, so there is no form of disappointment that employees will give to the organization.

Servant leadership was found to have a positive effect on organizational trust and leader trust. This reflects that a leader

with high servant leadership will be able to strengthen members' trust in the leader or organization. This is based on the assumption that followers' trust in the leader is a product of the quality of servant leadership.

Trust has an important effect on increasing member commitment. When an organization involves employees in the process of achieving organizational goals, from formulation to implementation of the vision, mission, goals, and strategies. This will create a sense of responsibility for employees towards the final results of organizational activities and will always make optimal efforts to achieve organizational goals effectively. This condition encourages employees to have a sense of belonging to the organization so that under any circumstances employees will try to place the organization in a position that gives them a sense of security. In this case, this attitude will shape and even further strengthen employee commitment. Organizational trust is relevant to trust in superiors so that it is likely that someone with a high level of trust in their superiors will also have a high organizational commitment.

Researchers concluded that the high or low servant leadership character of a leader does not have a direct impact on individual organizational commitment. However, servant leadership correlates with organizational commitment but must go through organizational trust and trust in leaders. The stronger the servant leadership character a leader has, the stronger the members' trust in the leader and organization will be.

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