

Servant Leadership for Public service Motivation and Community Citizenship Behavior in public service

Cucu Rohayati, Bahtiar Usman, Justine Tanuwijaya, Willy Arafah
University of Trisakti, Jakarta

Abstract

The research aims to explain the influence of servant leadership on community citizenship behavior mediated by prosocial motivation. This study employs a causal research design, collecting data through a one-time questionnaire in a single period in the year 2023. The research population consists of civil servants (ASN) in the West Java District, totaling 4,487 individuals. A sample of 469 participants was randomly selected from various sub-districts across West Java. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of SPSS 25. The results of the study indicate that servant leadership facilitates and motivates employees to provide services to the community with a high level of community citizenship behavior. Servant leadership is identified as a resource for building awareness within the community. Further discussions are warranted regarding servant leadership as an institutional resource for fostering prosocial motivation and community citizenship behavior.

Keywords: *Community citizenship behavior, prosocial motivation, servant leadership, public service*

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I. Introduction

Framework for building a public organization involves employees with Community Citizenship Behavior (CCB). Fatima et al. (2023) state that CCB reflects the responsibility and social orientation of employees towards society, making it crucial for public institutions. CCB is highly significant for public institutions, evolving from the concept of Organization Citizenship Behavior (OCB), which remains relatively understudied and lacks structured and systematic practices, including those in public institutions (Eva et al., 2019).

CCB is influenced by various internal and external factors. One crucial factor supporting high CCB is leadership. CCB is influenced by leadership, as indicated by Fatima et al. (2023) and Eva et al. (2020). From the JD-R perspective, leadership plays a pivotal role in organizational and employee well-being (Bakker et al., 2023; Bakker de Vries, 2021). Servant leadership can provide positive resources for employees, such as social support, trust, and empowerment. It can reduce job demands, such as role conflicts and task uncertainty. Servant leadership supports and serves subordinates, providing positive job resources in the form of social support, trust, and empowerment (Ngah et al., 2022; Kumari et al., 2022; Gnankob et al., 2022), explaining the influence of Servant leadership on employee citizenship in public institutions.

However, leadership has limitations. The lack of interaction with subordinates renders leadership functions ineffective in building awareness to aid and develop the community or its surroundings. Leadership, associated with effective styles, requires empirical testing due to different contexts. In line with Bakker et al. (2022), Bakker and Demerouti (2021), Bakker and de Vries (2021), and Fiedler and Garcia (1987), effective leadership is considered an organizational resource that needs empirical examination.

The contribution of this research is to fill the gap in knowledge regarding changes in community citizenship behavior from the perspective of resources (JD-R), specifically in the context of servant leadership. Secondly, it aims to elucidate the role of prosocial motivation as a mechanism that facilitates the effectiveness of servant leadership on community citizenship behavior. The research objective is to explain the influence of servant leadership on community citizenship behavior in public service, mediated by public service motivation.

II. Literature Review

Servant leadership was introduced by Robert K. Greenleaf in the 1970s. Greenleaf described servant leadership as a form of leadership that aims to serve and attend to the needs of subordinates, rather than the other way around. Najam and Norizah (2020) echo the same sentiments as the concept put forth by Greenleaf (1977). Latif and Marimon (2019) explain servant leadership as a way to lead organizations by considering the needs and satisfaction of followers. Tasker-Mitchell and Attoh (2019) define it as leadership that builds working

relationships based on trust, positively impacting organizational health. Aboramadan et al. (2020) and Ghasemy et al. (2022) assert that leadership prioritizing subordinates, aiding in their growth and success, empowering, providing emotional healing, creating value for society, and behaving ethically are crucial principles for a leader to uphold. One of the positive impacts is motivating subordinates through values that are conveyed through the facilitation of needs and services by a servant leader. Roberts (2023) and Wang et al. (2021) emphasize the importance of servant leadership in public institutions to promote a more comprehensive prosocial motivation. Servant leadership shapes and influences prosocial behavior (Sun et al., 2019). The proposed hypothesis is:

Ha1: Servant leadership has a positive influence on prosocial motivation.

Citizenship Behavior. Servant leadership influences Community Citizenship Behavior. Servant leadership enhances employees' concern for the well-being of others and their willingness to contribute to collective success (Xu et al., 2021). Ngah et al. (2022), Kumari et al. (2022), and Gnankob et al. (2022) explain the impact of servant leadership on the citizenship behavior of employees in public institutions. Gnankob et al. (2021) add that the caring behavior and integrity of servant leaders can inspire employees to reciprocate through Community Citizenship Behavior (CCB). Ghasemy et al. (2021) explain that servant leadership is expected to improve citizenship behavior in society. Leaders who exemplify ethics and empowerment encourage CCB. Positive and productive interactions between leaders and the community can help reinforce leadership values and enhance the services provided to the community (Fatima et al., 2023).

Ha2: Servant leadership has a positive influence on community citizenship behavior.

Community Citizenship Behavior (CCB) is characterized as discretionary behavior that is wise, spontaneous, and positive towards the community (Fatima et al., 2023; Wu et al., 2022). CCB, as positive discretionary behavior, has a beneficial impact on organizational functions and is carried out without the intention of receiving formal rewards (Yong et al., 2011; Zhang & Xu, 2019). Kim and Han (2020) state that CCB is voluntary behavior aimed at enhancing social well-being and the environment in ways not directly related to one's job or individual responsibilities. CCB encompasses actions such as helping others, participating in community activities, and supporting environmental initiatives. It is influenced by social identity formed through an individual's attachment to a community as a source of motivation (Eva et al., 2019; Molines et al., 2015). Motivation originating from within oneself, based on the fulfillment of basic human needs, increases the likelihood of individuals exhibiting pro-social behavior (Fatima et al., 2023; Lazauskaite-Zabielske et al., 2015; Shim and Faerman, 2015). The hypothesis proposed is:

Ha3: Public service motivation has an influence on community citizenship behavior.

Prosocial motivation is the individual's desire to help others or groups, even if it is detrimental to personal or financial interests (Besley & Ghatak, 2018; Babic et al., 2019). Ritz et al. (2020) explain it as an internal drive that compels someone to act for the benefit of others or society, even if the action does not directly benefit the individual. Ullah et al. (2020) describe prosocial motivation as the desire to expend effort or gain benefits due to concern for others or groups. Prosocial motivation is influenced by servant leadership, meaning that it can mediate the influence of servant leadership on Community Citizenship Behavior (CCB). Kimakwa et al. (2021) explain that servant leadership develops employees to be independent and serve others. Tuan (2016), Lu et al. (2017) affirm that servant leadership can provoke prosocial motivation in employees and consequently stimulate citizenship behavior in day-to-day management. Eva et al. (2020) state that prosocial motivation mediates the influence of servant leadership on CCB. Prosocial motivation acts as a key mechanism through which ethical leadership influences CCB.

Ha4: Public service motivation mediates the influence of servant leadership on community citizenship behavior.

III. Research Method

The research design employs a quantitative approach with a descriptive and causality nature. The temporal dimension of the study is cross-sectional data, meaning information is collected only once in a specific period, namely in the year 2023. The unit of analysis is the employees of districts in West Java. The sample consists of 469 individuals selected through proportional random sampling.

The measurement of servant leadership was developed based on Ghasemy et al. (2022), including statements such as 1) Employees can seek help from superiors when facing personal problems, 2) Superiors care about personal well-being, 3) Superiors take time to talk personally. The instrument testing results, as per the Goodness of Fit Test, are CMIN/DF = 1.828, RMSEA = 0.042, GFI = 0.91, AGFI = 0.94, TLI = 0.95, CFI = 0.91, PNFI = 0.78.

Prosocial motivation was developed based on Ritz et al. (2020), including statements like 1) Feeling excited about providing benefits to others, 2) It is important for me to have the opportunity to use my skills to benefit others. The instrument testing results, as per the Goodness of Fit Test, are CMIN/DF = 1.918, RMSEA = 0.040, GFI = 0.91, AGFI = 0.94, TLI = 0.95, CFI = 0.92, PNFI = 0.68.

Community citizenship behavior was measured based on Fatima et al. (2023), including statements such as 1) Actively involved in community service and volunteer activities outside working hours in the district,

2) Believes that contributing to the community in the district is of significant value. The instrument testing results, as per the Goodness of Fit Test, are CMIN/DF = 2.118, RMSEA = 0.060, GFI = 0.90, AGFI = 0.90, TLI = 0.94, CFI = 0.92, PNFI = 0.78.

All research variables are measured on an interval scale. Respondents' answers range from 1 to 5, representing strongly disagree to strongly agree. Inferential analysis is conducted using Structural Equation Modeling (SEM), encompassing activities such as instrument validity and reliability testing (equivalent to confirmatory factor analysis), testing the model relationships between latent variables (equivalent to path analysis), and obtaining a useful predictive model (equivalent to structural modeling or regression analysis).

IV. Result

Respondent characteristics were examined from various aspects such as gender, educational background, work experience, and rank. The survey results on respondent characteristics are as follows:

Tabel 1. Demographic Characteristic

Demographic Characteristic	Total	Percentage
Gender		
• Male	277	59.1%
• Female	192	40.9
Age		
• ≤ 30 years old	93	19.8%
• > 30 - 35 years old	165	35.2%
• >35 - 40 years old	133	28.4%
• > 40 years old	78	16.6%
Educational background		
• SMA/Sederajat	110	23.5%
• Sedang menempuh S1	142	30.3%
• S1	175	37.3%
• ≥ S2	42	9.0%

Based on the survey results, the employee composition reflects gender balance, with 59.1% male and 40.9% female. This figure indicates gender balance in everyday public service. Gender representation that is evenly distributed expands services to the entire community, taking into account the diverse needs and perspectives of society.

The age characteristics of employees encompass several categories, namely 19.8% of employees aged ≤ 30 years, 35.2% aged between 30 to 35 years, 28.4% aged between 35 to 40 years, and 16.6% aged above 40 years. Employees under 30 years old bring fresh enthusiasm, contemporary perspectives, and technological efficiency to operations, remaining open to innovation and change. Employees aged 30-35 years are sufficiently productive and experienced, with a mature understanding of public service tasks. Employees aged 35-40 years and above 40 years bring valuable experience and wisdom to the district, providing profound insights into community dynamics and service needs.

The results of the descriptive study indicate that

Table 2. Description Statistic

Variable	Mean
Servant Leadership	3.46
Prosocial Motivation	3.84
Community Citizenship Behavior	3.75

The mean servant leadership is 3.46, indicating that servant leadership has become a part of the resources in the District of West Java. However, the interpretation of servant leadership principles is still relatively weak. Employees have diverse expectations regarding the leadership role in the district, such as always being present when needed by employees or the community. Yet, leaders also need to serve bureaucrats who are their superiors and regional leaders, such as accompanying the regent to open tourism, arts, and education programs. Employees at the district show a relatively high level of social motivation in performing tasks that benefit the community. Employees exhibit community citizenship behavior. The indicator with the highest mean score is the level of trust that the district government has an obligation to serve the community in this area. Employees demonstrate a high sense of responsibility and concern for the social impact of their work on the community. Employees take the initiative to create synergy between the government and the community in efforts to improve the conditions of the region, especially in anticipation of the 2024 elections.

Inferential analysis using structural equation modeling was conducted in two stages known as the two-step approach. First, the measurement of construct variables to form latent variables using confirmatory analysis techniques. Second, an overall test of the structural equation modeling model was conducted.

The results of the model test are as follows:

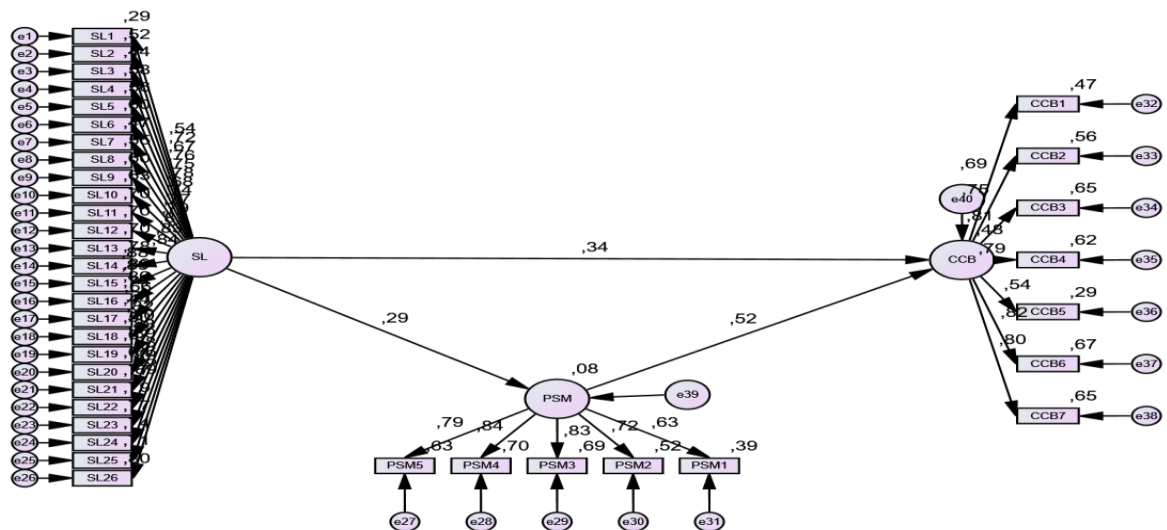


Figure 1: The model testing results

All indicators on the community citizenship behavior construct have factor loadings greater than 0.5, indicating that each indicator has a significant contribution to this construct, as shown in the following table:

Table 3.

Construct	Item	Estimate unstandardized regression weight	SE	CR.	p-Value	Standardized regression weight
Servant leadership	SL1	1,000				0.535
	SL2	1,509	0.13	11,636	0.000	0.721
	SL3	1,441	0.13	11,110	0.000	0.664
	SL4	1,434	0.12	11,965	0.000	0.76
	SL5	1,111	0.094	11,871	0.000	0.752
	SL6	1,264	0.104	12,104	0.000	0.778
	SL7	1,359	0.121	11,256	0.000	0.683
	SL8	1,121	0.095	11,785	0.000	0.741
	SL9	1,090	0.091	12,028	0.000	0.773
	SL10	1,255	0.103	12,219	0.000	0.794
	SL11	1,355	0.108	12,518	0.000	0.835
	SL12	1,363	0.109	12,505	0.000	0.834
	SL13	1,437	0.115	12,539	0.000	0.839
	SL14	1,542	0.12	12,870	0.000	0.883
	SL15	1,635	0.126	12,931	0.000	0.892
	SL16	1,593	0.125	12,719	0.000	0.861
	SL17	1,041	0.094	11,082	0.000	0.665
	SL18	1,102	0.096	11,483	0.000	0.707
	SL19	1,388	0.112	12,424	0.000	0.819
	SL20	1,254	0.102	12,242	0.000	0.798
	SL21	1,548	0.121	12,818	0.000	0.878
	SL22	1,610	0.125	12,896	0.000	0.889
	SL23	1,527	0.119	12,838	0.000	0.88
	SL24	1,455	0.114	12,714	0.000	0.86

Construct	Item	Estimate unstandardized regression weight	SE	CR.	p-Value	Standardized regression weight
	SL25	1,284	0.102	12,603	0.000	0.845
	SL26	1,616	0.125	12,929	0.000	0.893
<i>Prosocial Motivation</i>	PSM1	1,000				0.617
	PSM2	1,179	0.092	12,775	0.000	0.713
	PSM3	1,443	0.105	13,765	0.000	0.837
	PSM4	1,428	0.105	13,583	0.000	0.838
	PSM5	1,366	0.101	13,496	0.000	0.796
<i>Community Citizenship Behavior</i>	CCB 1	1,000				0.684
	CCB 2	1,247	0.084	14,814	0.000	0.751
	CCB 3	1,316	0.084	15,628	0.000	0.809
	CCB 4	1,257	0.081	15,603	0.000	0.798
	CCB 5	1,014	0.095	10,703	0.000	0.537
	CCB 6	1,280	0.081	15,865	0.000	0.815
	CCB 7	1,313	0.084	15,595	0.000	0.798

Next, testing the Average Variance Extracted (AVE), Composite Reliability, and Discriminant Validity with the following test results:

Table 4. The test results for AVE (Average Variance Extracted), Composite Reliability, and Discriminant Validity

Construct	AVE	Composite Reliability	1	2	3
<i>Servant Leadership</i>	0.634	0.978	0.634		
<i>Prosocial Motivation</i>	0.585	0.899	0.09	0.585	
<i>Community Citizenship Behavior</i>	0.559	0.908	0.163	0.193	0.559

The factor analysis results indicate strong characteristics for each observed construct. First, servant leadership stands out with a very high level of reliability, reaching 0.978, indicating exceptional internal consistency. The Average Variance Extracted (AVE) value is approximately 0.634, indicating that the variables within this construct collectively explain a significant portion of the variance present in the leadership concept. Prosocial motivation is prominent with an internal consistency level of about 0.899 and an AVE of approximately 0.585, indicating that the variables within this construct collectively have a strong ability to explain variances. Community citizenship behavior has a reliability level of about 0.908, and an AVE of around 0.559, indicating that this construct has a good ability to explain existing variances. Overall, the factor analysis results indicate the reliability and validity of each construct in the studied context.

The discriminant validity test results show that the square root of AVE for constructs in the study is greater than the correlation with other constructs. Therefore, the discriminant validity in this study is acceptable.

Fit indices testing is used to determine whether a model is acceptable or not. Based on the description, the results of the model fit criteria testing are as follows:

Table 5. Model Fit Criteria

No	Statistic	Criteria	Phase 1	Result of repair	Conclusion
1	<i>P-Value</i>	p > 0.05 : Fit	0.000	0.000	Marginal
2	RMSEA	< 0.08 : Fit	0.063	0.045	Fit
3	<i>Norm Fit Index (NFI)</i>	0.8 - < 0.9 : Marginal Fit	0.781	0.874	Marginal
		0.9 – 1.0 : Fit			
4	<i>Comparative Fit Index (CFI)</i>	0.8 - < 0.9 : Marginal Fit	0.863	0.934	Fit
		0.9 – 1.0 : Fit			
	<i>Incremental Fit Index (IFI)</i>	0.8 - < 0.9 : Marginal Fit	0.863	0.935	Fit

No	Statistic	Criteria	Phase 1	Result of repair	Conclusion
5		0.9 – 1.0 : Fit			
6	Standardized Root Mean Square (SRMS)	0.0 - 0.05 : Fit	0.098	0.051	Fit
		0.5 – 1.00 : Marginal Fit			
7	Goodness of Fit (GFI)	0.8 - <0.9 : Marginal Fit	0.727	0.805	Marginal
		0.9 – 1.0 : Fit			
8	Parsimony Normed Fixed Index (PNFI)	>0.6 : Fit	0.749	0.790	Fit

According to the results of the Goodness of Fit (GOF) test and improvements, the obtained results for the criteria, namely RMSEA, Comparative Fit Index (CFI), Incremental Fit Index (IFI), Standardized Root Mean Square (SRMS), and Parsimony Normed Fixed Index (PNFI), fall within the Fit category, while P-Value, Normed Fit Index (NFI), and Goodness of Fit (GFI) are in the marginal category. Each category has been fulfilled.

The results of the hypothesis testing are as follows:

Table 6. Result of The Hypothesis

Hypothesis		Coefficients Beta	P-Value	Conclusion
H1	Servant leadership has a positive influence on prosocial motivation	0.29	0.00	Supported
H2	Servant leadership has a positive influence on community citizenship behavior.	0.34	0.00	Supported
H3	Public service motivation has an influence on community citizenship behavior	0.52	0.00	Supported
H4	Public service motivation mediates the influence of servant leadership on community citizenship behavior	0.110	0.00	Supported

The study results indicate that all hypotheses are accepted. Changes in servant leadership can explain changes based on changes in prosocial motivation and community citizenship behavior in the same direction. Prosocial motivation influences community citizenship behavior in the same direction. Prosocial motivation mediates the influence of servant leadership on community citizenship behavior.

V. Discussion

Servant leadership is the ability to inspire and motivate various types of subordinates who need more support in developing prosocial motivation, in line with Xu et al., (2021), Roberts, (2023), Wang et al., (2021), Abdelmotaleb et al. (2020), and Eva et al. (2019). Servant leadership in the district can inspire employees to work with enthusiasm for the common good and the broader community through their interactions with subordinates and meeting their needs, in line with Aboramadan et al. (2020) and Ghasemy et al. (2022), emphasizing servant leadership prioritizing subordinates as important principles.

Aligned with Gnankob et al. (2021), Ngah et al., (2022), Kumari et al. (2022), Gnankob et al., (2022) explain the influence of servant leadership on the citizenship of employees in public institutions. In line with Fatima et al. (2023), leaders engaged in positive interactions with the community can serve as role models for other employees. Leaders who apply servant leadership become role models for employees in service (Aboramadan et al., 2020).

Servant leaders play a critical role in fostering ethical awareness among employees in providing services to the community. This process can be seen through the increased prosocial motivation and Community Citizenship Behavior. Servant leadership is an organizational resource that supports the motivational process of employees to work according to public demands (Bakker et al, 2023 & Bakker de Vries, 2021). According to the Job Demands-Resources (JD-R) theoretical framework, servant leadership is a job resource that encourages prosocial behavior and ultimately promotes CCB. However, there are limitations in the interaction between leaders and subordinates in the district. Leaders in the district not only serve subordinates but also serve the Regent as the regional leader. This results in a low impact on prosocial motivation, although significant. District leaders actively accompany the Regent in various activities, including political events. Leaders learn to facilitate appropriate job demands and resources or directly encourage CCB behavior.

Prosocial motivation plays a key role as a mechanism that connects servant leadership with Employee Citizenship Behavior (CCBs). In line with Eva et al (2020), prosocial motivation acts as a mediating variable for the influence of servant leadership on CCB. The preference of employees to engage in tasks that can have a positive impact indicates that employees have a strong orientation to engage in work that has social meaning and provides real benefits to others. Employees feel a clear ethical responsibility in carrying out tasks, and they face

moral dilemmas in performing these duties. These preferences are derived from organizational resources such as servant leadership, which ultimately promotes CCB.

Servant leadership can be considered a significant job resource, providing moral guidance, emotional support, and deep trust. In the JD-R theory, job resources such as servant leadership are recognized to have the potential to motivate employees intrinsically and reduce fatigue or stress that may arise from job demands. With servant leadership in place, employees have resources to engage in voluntary actions such as CCBs in the workplace. The leader acts as an organizational resource. Bakker and de Vries (2021) explain that effective leadership can be a crucial resource for employees. Servant leaders understand the principles of organizational governance, implement them in public organizations, and effectively manage human resources to achieve organizational goals.

The theoretical contribution of this study is to explain the mechanism for enhancing community citizenship behavior based on organizational resources, namely servant leadership. This research not only provides in-depth insights into the mechanisms involved in improving CCB through servant leadership but also enriches the literature by providing a strong theoretical foundation for understanding this concept in the context of organizational resources.

VI. Conclusion

In the course of this research series, we conclude that servant leadership plays a crucial role in enhancing prosocial motivation and Community Citizenship Behavior (CCB) in the district environment. Servant leadership can be considered an organizational resource that plays a significant role in shaping citizen behavior in the workplace. Prosocial motivation is recognized as the primary mechanism that links servant leadership with citizen behavior contributions, as outlined in the Job Demands-Resources (JD-R) theory. Employee preferences for tasks that have a positive impact indicate a strong orientation toward work with social meaning and a clear ethical responsibility.

Theoretical Implications: Discussion on the role of organizational resources provides a foundation for the development of the concept of resources in relation to prosocial motivation and CCB. Future research studies aimed at understanding the dynamics of servant leadership, prosocial motivation, and citizen behavior in an organizational context could benefit from this groundwork.

Practical Implications: To enhance participation in CCB, organizations need to comprehend the motivational mechanisms from the JD-R perspective. Servant leadership alleviates workload and serves as a work resource by meeting the needs of employees, particularly those related to values and well-being. Workload and motivation are dynamic concepts, where the interaction between the two can be balanced through servant leadership. Organizations can arrange various activities with a primary focus on servant leadership, such as lectures, workshops, and training sessions, where leaders are taught to recognize and manage themselves as a resource to meet job demands and resources. Servant leadership provides constructive feedback, social support, and opportunities for skill variation and personal growth, ensuring the motivational process unfolds in the long term.

Limitations and Future Agenda Research

Several limitations need to be considered that may reduce the effort to generalize the research results. Firstly, the cross-sectional nature of data collection and the use of self-report data may introduce biases such as excessively high or low assessments. Concerns about common method variance errors exist. Further research could employ two different types of questionnaires, one for leaders and one for subordinates, corresponding to the research variables, or even involve the community to gain insight into employees' CCB. Moderator effects, such as internal resources identified in employees, cannot be tested in this study, including factors like personality and other resources such as creative self-efficacy related to solving community problems, serving as tools for employees to demonstrate CCB. Further studies are required to address these limitations.