

## The Impact of Servant Leadership on Human Resource Performance Mediated by Organizational Citizen Behavior and Organizational Commitment in the Jepara Regency Health Office

Wachita<sup>1)</sup> & Mutamimah<sup>2)</sup>

<sup>1)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [wachita.std@unissula.ac.id](mailto:wachita.std@unissula.ac.id)

<sup>2)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [mutamimah@unissula.ac.id](mailto:mutamimah@unissula.ac.id)

**Abstract.** *In Asia, the issue of leadership effectiveness in public bureaucracy remains a major issue, particularly in the face of low employee initiative and a hierarchical organizational culture. Research conducted in Egypt's public health sector found that servant leadership contributes to employee proactive behavior by improving the quality of relationships between leaders and subordinates. This study is a quantitative survey. The survey was conducted by distributing questionnaires containing structured questions designed to obtain more specific information from predetermined respondents. This technique was chosen because it allows researchers to collect large amounts of data efficiently and allows for statistical analysis to objectively test complex relationships between variables. Organizational commitment has a significant positive effect on human resource performance at the Jepara District Health Office. The higher the organizational commitment of employees, the greater their contribution to achieving performance targets, maintaining shared services, and supporting the success of regional health programs. This commitment is symbolized by employees' willingness to exert their best efforts, remain with the organization, and consistently carry out their duties in accordance with the established vision and mission.*

**Keywords:** *Complex; Objectively; Relationships; Variables.*

### 1. Introduction

Human resources (HR) are a central factor in supporting organizational performance, particularly in public service sectors such as healthcare. In this context, employee performance is a key indicator of the effectiveness of government institutions in meeting public needs. One of the main challenges facing public service agencies today is low employee performance caused by declining motivation, lack of employee engagement, and leadership styles that are not yet adaptive to social and technological changes (Iswahyudi, Djalil, & Idris, 2022).

Changing organizational dynamics and the global workforce in the post-pandemic era demand a transformation in leadership styles that focus more on empowerment and humanity. In this context, servant leadership is becoming an increasingly relevant approach because it prioritizes individual needs and development. This model has proven effective in fostering a collaborative work environment and increasing employee loyalty and engagement, particularly in public service sectors such as healthcare (Widyastuti, 2022). According to the WHO's Global Health Workforce Statistics report, the greatest challenge facing the global healthcare sector lies not only in the shortage of medical personnel but also in declining performance due to job dissatisfaction, burnout, and weak interpersonal relationships within the organization. Therefore, a leadership approach that improves performance by strengthening social and psychological relationships among employees is crucial internationally.

A major challenge for public organizations, particularly in the healthcare sector, is maintaining optimal employee performance amidst the pressures of complex tasks and demands for excellent service from the public. Servant leadership, a service-oriented leadership style, has been widely studied as a strategy that can improve employee satisfaction, engagement, and performance by emphasizing the values of empathy, empowerment, and personal support for subordinates. Research in the healthcare sector in the United Arab Emirates shows that servant leadership can improve human resource performance by enhancing employee job satisfaction as a key mediator (Alahbabi, 2023). This phenomenon further confirms that a servant leadership approach not only increases productivity but also strengthens cohesion and loyalty in dynamic public organizations.

In Asia, the issue of leadership effectiveness in public bureaucracies remains a major issue, particularly in the face of low employee initiative and a hierarchical organizational culture. Research conducted in Egypt's public health sector found that servant leadership contributes to employee proactive behavior by improving the quality of relationships between leaders and subordinates (Mostafa & El-Motalib, 2018). Similar findings were also reported in Pakistan, where servant leadership positively influenced work engagement and trust in leaders, ultimately resulting in improved work performance (Usman, Abdullah, & Basit, 2024). However, the implementation of servant leadership in Asian countries remains partial and has not yet reached many public sector organizations, particularly local government agencies.

A similar problem occurred within the Jepara Regency Health Office. Initial observations showed that most employees simply performed tasks according to formal job descriptions, without engaging in additional work activities that could improve overall organizational performance. This reflects low levels of Organizational Citizenship Behavior (OCB) among employees, often rooted in rigid structural leadership that fails to address the personal needs of subordinates. Previous research has shown that servant leadership has a positive influence on OCB, as servant leaders tend to influence through role models, open communication, and empowerment (Febrianka et al., 2024). Therefore, this leadership style is needed to create employee performance that exceeds standard administrative standards.

In addition to OCB, organizational commitment is also an important variable that bridges the relationship between leadership and employee performance. Organizational commitment reflects emotional attachment, willingness to contribute, and a sense of belonging to the institution. Empirical studies show that servant leadership can increase organizational commitment because this leadership style creates a sense of security, appreciation for individual contributions, and long-term loyalty (Pratama et al., 2025). However, several studies have shown that this relationship is not always consistent, so a research model that simultaneously tests both mediating variables (OCB and organizational commitment) is needed to explain the relationship between servant leadership and employee performance more comprehensively (Iswahyudi et al., 2022).

Furthermore, based on observations at the Jepara District Health Office, employees are still applying for transfers or not demonstrating optimal work performance, particularly at the field operational level. This problem is exacerbated by delays in implementing public health programs and a lack of personal initiative from employees in emergency service situations. This suggests that despite the established bureaucratic structure, motivation and a sense of responsibility remain weak. However, the dynamic and stressful nature of healthcare work requires employees who are willing to contribute beyond simply carrying out formal duties. In this context, servant leadership is a leadership style that can motivate employees to actively engage emotionally and socially in their organization.

On the other hand, research findings on the relationship between servant leadership and employee performance show mixed results. Some studies suggest that servant leadership directly improves employee performance, while others suggest that this influence is indirect and mediated by other variables such as OCB and organizational commitment (Sholikhah & Prastiwi, 2020). This indicates a research gap in fully understanding how this leadership style operates within the context of public organizations, particularly in local government. Empirical studies are needed that simultaneously examine the influence of servant leadership on HR performance, with OCB and organizational commitment as mediating variables.

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors performed by employees outside of their primary duties, such as helping coworkers or maintaining a positive work environment. This behavior is highly desirable in public service institutions, which require interdepartmental collaboration and rapid response to community needs. Organizational commitment, on the other hand, indicates the extent to which employees feel emotionally invested and are willing to contribute to achieving the institution's goals. If these two variables are not developed simultaneously, organizational effectiveness will continue to decline, despite external system or policy improvements. Therefore, it is important to evaluate the relationship between servant leadership, OCB, and organizational commitment in improving employee performance, particularly in institutions directly involved in public health services.

## 2. Research Methods

This research is a quantitative survey study. The survey was conducted by distributing a questionnaire containing structured questions designed to obtain more specific information from predetermined respondents. This technique was chosen because it allows researchers to efficiently collect large amounts of data and allows for statistical analysis to objectively test relationships between complex variables (Sugiyono, 2018). Based on the established research objectives, this type of research is categorized as explanatory research. Explanatory research is an approach that aims to empirically test the causal relationship between two or more variables, and examine how one variable can influence or be influenced by another variable within a systematic and measurable causal relationship framework (Arikunto, 2018). This type of research is considered most appropriate for use in answering research questions regarding the influence of the independent variable, namely servant leadership, on the dependent variable, namely human resource performance, by considering the role of mediating variables, namely organizational citizenship behavior (OCB) and organizational commitment.

## 3. Results and Discussion

The data dissemination results in this study come from a questionnaire distributed to all employees of the Jepara Regency Health Office in 2025 via Google Forms. The results of the questionnaire distribution in this study are shown in the table below:

Table Data Distribution Results

Information	Amount	Presentation
Questionnaires distributed	106	100%
Returned Questionnaires	106	100%
Processable questionnaire	106	100%

Source: Processed primary data (2025)

The respondents of this study were all employees of the Jepara Regency Health Service in 2024, with the following characteristics:

Table Respondent Characteristics

Characteristics	Frequency	Presentation
<b>Age:</b>		
20 – 30 years	19	17.92%
31 – 40 years old	28	26.42%
41 – 50 years old	29	27.36%
> 50 years	30	28.30%
<b>Total</b>	106	100%
<b>Characteristics</b>	<b>Frequency</b>	<b>Presentation</b>
<b>Gender:</b>		
Man	51	48.11%
Woman	55	51.89%
<b>Total</b>	106	100%
<b>Education:</b>		
Elementary School	1	0.94

JUNIOR HIGH SCHOOL	2	1.89
SENIOR HIGH SCHOOL	13	12.26
D3	23	21.70
S1/D4	56	52.83
S2	10	9.43
S3	1	0.94
<b>Total</b>	<b>106</b>	<b>100%</b>

Source: Processed primary data (2025)

Table shows that 28.30% of Jepara Regency Health Office employees are aged > 50 years, which is a mature age with a lot of experience. In addition, women are the most employees with 51.89% compared to men who are 48.11%, this explains that the majority of Jepara Regency Health Office employees are women. Educational characteristics show that most respondents have a bachelor's degree with a percentage of 52.83.

Based on the results of the responses of 106 respondents regarding servant leadership, human resource performance, organizational citizen behavior and organizational commitment, the following descriptive statistics can be formed:

- High/good category,  $X \geq \text{Mean} + \text{SD}$
- Moderate/sufficient category,  $(\text{Mean} - \text{SD}) < X < (\text{Mean} + \text{SD})$
- Low/poor category,  $X \leq \text{Mean} - \text{SD}$

Class Interval = 5

Mean = 3

SD (Standard Deviation) =  $\frac{4}{6} = 0.67$

Thus, the high average index scores across all indicators indicate that servant leadership principles have been well-internalized by leaders at the Jepara District Health Office. The implementation of this leadership style plays a crucial role in building an inclusive, ethical, and transformative work culture that supports effective health services to the community.

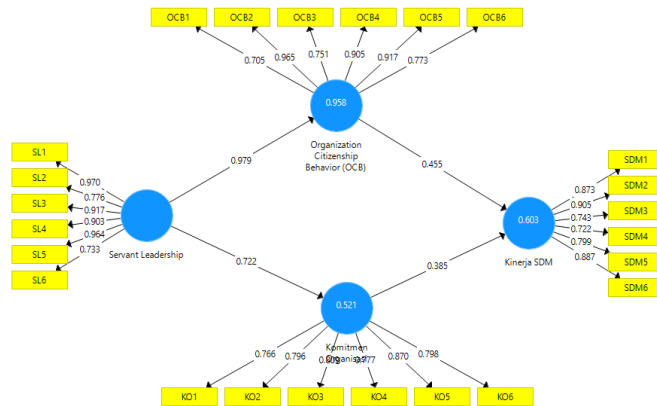
#### Partial Least Square (PLS) Analysis

The Partial Least Squares (PLS) approach was used to further analyze the data in this study. PLS-based Structural Equation Modeling (SEM) is an alternative analytical technique. The SmartPLS version 4 application is a tool used, specifically designed to calculate structural equations based on variance.

##### 1) Evaluation of Measurement (Outer) Model

Data analysis begins with building a structural model. The following is a schematic of the proposed PLS program model:

Figure Full Partial Least Square Structural Model



Source: Smart PLS 3 output

The image above shows the loading factor calculation results, which indicate that the loading factor value is above 0.70, indicating that the indicator meets convergent validity requirements and has the required validity based on the rule of thumb used. For more details, see the following table:

Table Loading Factor Results

Variables	Indicator	Loading Factor	Information
Servant Leadership	SL1	0.970	Valid
	SL2	0.776	Valid
	SL3	0.917	Valid
	SL4	0.903	Valid
	SL5	0.964	Valid
	SL6	0.733	Valid
Organizational Citizenship Behavior (OCB)	OCB1	0.705	Valid
	OCB2	0.965	Valid
	OCB3	0.751	Valid
	OCB4	0.905	Valid
	OCB5	0.917	Valid
	OCB6	0.773	Valid
Organizational Commitment	KO1	0.766	Valid
	KO2	0.796	Valid
	KO3	0.809	Valid
	KO4	0.777	Valid
	KO5	0.870	Valid
	KO6	0.798	Valid
HR Performance	SDM1	0.873	Valid
	SDM2	0.905	Valid
	SDM3	0.743	Valid
	SDM4	0.722	Valid
	SDM5	0.799	Valid
	SDM6	0.887	Valid



Based on the table above, it is clear that the value of each indicator is greater than 0.70, thus considered valid. This indicates that the questionnaire questions were sufficiently understood by respondents and that the questionnaire effectively and accurately measured its objectives.

In addition to factor loading, there are two more criteria used with the SmartPLS 3 data analysis method to evaluate the external model, namely discriminant validity (cross loading, AVE, Fornell larckelracted criterion) and reliability test, with the results explained as follows:

#### *a. Discriminant Validity*

Discriminant validity is the test that a measuring instrument accurately measures the construct it is intended to measure, and not another construct. Instrument validity is determined not only by convergent validity but also by discriminant validity. Discriminant validity can be tested using cross-loading and AVE values.

The table above shows that the loading factor values for each variable are greater than the cross-loading values. This indicates that all indicators from all variables used in this study are valid. Discriminant validity can also be seen from the AVE (Average Variance Extracted) value. A good AVE value is above 0.5. The AVE values in this study can be seen in Table below:

Table Average Variance Extracted (AVE)

No	Variables	AVE	Information
1	Servant Leadership	0.778	Valid
2	Organizational Citizenship Behavior (OCB)	0.708	Valid
3	Organizational Commitment	0.645	Valid
4	HR Performance	0.680	Valid

According to the information in the table above, all variables in this study have an AVE value greater than 0.5. This indicates that each variable has strong discriminant validity. Another method that can be used to assess discriminant validity is the Fornel-Larcker criterion. The Fornel-Larcker criterion is calculated by comparing the AVE root of each construct to the correlation between each other construct in the research hypothesis model.

Table Fornell Larckel Criterion

Variables	HR Performance	Organizational Commitment	Organizational Citizenship Behavior (OCB)	Servant Leadership
HR Performance	0.825			
Organizational Commitment	0.706	0.803		
Organizational Citizenship Behavior	0.727	0.706	0.842	

(OCB)				
Servant Leadership	0.758	0.722	0.882	0.979

The table above shows that the validity of the discrimination is said to be valid and has fulfilled the validity test requirements because it can be seen that the Fornell Larckel value construct is higher compared to the correlation of the construct with different latent variables.

#### b. Reliability Test

The next analysis after the validity test is the reliability test. The instrument reliability test is conducted to determine the consistency of the regularity of the measurement results of an instrument even though it is carried out at different times, locations, and populations. Construct reliability is measured by two different criteria: composite reliability and Cronbach's Alpha (internal consistency reliability). A construct is declared reliable if the composite reliability value is more than 0.7 and the Cronbach's Alpha value is more than 0.6.

Hypothesis testing in this study uses the calculated t value indicator compared with the t table value (1.96) and the significance value. The hypothesis is accepted if the calculated  $t > t$  table and the significance value  $< 0.05$ , while the hypothesis is rejected if the calculated  $t < t$  table and the significance value  $> 0.05$ . Based on these criteria, the results of the accepted and rejected path coefficients are presented in the following table;

Table *Path Coefficient* on Model Testing

Hypothesis	Path Coefficient	Original Sample	t hitung	Sig	Decision
H1	Organizational Commitment - > HR Performance	0.385	5,018	0.000	Hypothesis accepted
H2	Organizational Citizenship Behavior (OCB) -> Human Resource Performance	0.455	6,187	0.000	Hypothesis accepted
H3	Servant Leadership -> Organizational Commitment	0.722	15,907	0.000	Hypothesis accepted
H4	Servant Leadership -> Organization Citizenship Behavior (OCB)	0.979	312,986	0.000	Hypothesis accepted

Based on the table, the results of testing each hypothesis seen from the t-statistics value and significance of the path coefficients can be explained as follows;



- a. H1 *Servant leadership* has a positive influence on Organizational Citizenship Behavior (OCB).

The first hypothesis test shows that Servant leadership has a positive and significant influence on Organizational Citizenship Behavior (OCB). Based on the results of the inner model evaluation, the t-value obtained was 312.986, which is greater than the t-table of 1.96, and the significance value was 0.000, which is less than 0.05. Thus, this hypothesis is declared accepted. This finding confirms that Servant leadership contributes to Organizational Citizenship Behavior (OCB) of employees of the Jepara Regency Health Office.

- b. H2 *Servant leadership* has a positive influence on organizational commitment.

The second hypothesis test proves that Servant leadership has a significant positive effect on organizational commitment. Based on the results of the inner model evaluation of Servant leadership on organizational commitment, the calculated t value is 15,907 > t table 1.96 and the sig value is 0.000 < 0.05 so that this hypothesis is declared accepted. The results of the hypothesis test state that Servant leadership influences the organizational commitment of employees of the Jepara Regency Health Office.

- c. H3 *Organizational Citizenship Behavior (OCB)* has a positive influence on human resource performance.

The third hypothesis test proves that Organizational Citizenship Behavior (OCB) has a significant positive effect on human resource performance. Based on the results of the inner model evaluation of Organizational Citizenship Behavior (OCB) on human resource performance, the calculated t value is 6.187 > t table 1.96 and the sig value is 0.000 < 0.05 so that this hypothesis is declared accepted. The results of the hypothesis test state that Organizational Citizenship Behavior (OCB) affects the human resource performance of Jepara Regency Health Office employees.

- d. H4 Organizational commitment has a positive effect on human resource performance.

The fourth hypothesis test proves that organizational commitment has a significant positive effect on human resource performance. Based on the results of the inner model evaluation of organizational commitment on human resource performance, the calculated t value is 5.018 > t table 1.96 and the sig value is 0.000 < 0.05, so this hypothesis is declared accepted.

The results of the hypothesis test indicate that organizational commitment influences the human resource performance of Jepara Regency Health Office employees.

### Discussion:

#### 1) *Servant leadership* has a positive influence on Organizational Citizenship Behavior (OCB).

The results of this study prove that Servant leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees of the Jepara Regency Health Office, as evidenced by the evaluation of the inner model with a t-value of 312.986 greater than the t-table of 1.96 and a significance level of 0.000 which is smaller than 0.05, so that the proposed hypothesis is declared accepted. Empirically, these findings indicate that the implementation of Servant leadership is able to encourage an increase in OCB behavior demonstrated by employees, including dimensions of altruism, conscientiousness, civic virtue, courtesy, and sportsmanship (Tanno, Ishimaru, & Hirota, 2024).

Leadership plays a key role in determining the direction, motivation, and level of employee participation in public organizations, including the healthcare sector (Yuan, Liu, & Zhang, 2023). In the context of servant leadership, leaders position themselves as servants who prioritize employee needs, develop their potential, and ensure team well-being as a top priority. This creates a positive work climate, strengthens emotional bonds between employees, and ultimately fosters voluntary OCB behaviors without formal coercion from the organizational structure (Eva et al., 2019).

The application of servant leadership in the public sector, particularly at the Jepara Regency Health Office, is relevant given the complexity of the tasks carried out by employees, such as public health services, preventive health programs, and cross-sector coordination to support local government policies. Leaders who apply the principle of servant leadership tend to be able to build open two-way communication, prioritize transparency in decision-making, and appreciate the contributions of each individual, thus encouraging employees to behave beyond the demands of their formal roles (Liden et al., 2021).

#### 2) *Servant leadership* has a positive influence on organizational commitment

The results of the second hypothesis testing in this study indicate that Servant leadership has a positive and significant influence on organizational commitment among employees of the Jepara District Health Office. Based on the results of the inner model evaluation, the calculated t-value was 15.907, which is much greater than the t-table value of 1.96, and the significance value was 0.000, which is smaller than 0.05, so that statistically the hypothesis is declared accepted. This finding indicates that the implementation of Servant leadership by leaders at the Jepara District Health Office contributes significantly to increasing the level of organizational commitment of its employees. In other words, the higher the quality of service-oriented leadership demonstrated by the leadership, the stronger the emotional attachment, loyalty, and willingness of employees to support the goals and values of the organization.

These findings also have practical significance considering that the context of public organizations such as health services requires a high level of organizational commitment to ensure the continuity of effective public services, particularly in the health sector, which is highly urgent for the community. In conditions where work demands are often high, resources are limited, and public expectations are rising, the presence of leaders who are able to practice the principles of Servant Leadership—such as prioritizing the interests of subordinates, supporting the development of employee potential, and providing moral examples—can be a determining factor in building sustainable organizational commitment.

3) *Organizational Citizenship Behavior* (OCB) has a positive influence on human resource performance.

The results of the third hypothesis test prove that Organizational Citizenship Behavior (OCB) has a significant positive effect on human resource performance at the Jepara District Health Office. Based on the results of the inner model evaluation, the calculated t-value was 6.187, which is greater than the t-table of 1.96, and the significance value was 0.000, which is less than 0.05, so this hypothesis is declared accepted. These findings indicate that voluntary behavior outside of formal job descriptions demonstrated by employees, such as helping coworkers, being willing to work beyond required hours, maintaining the organization's image, and proactively seeking solutions, can improve overall work quality and productivity. In the context of public organizations engaged in the health sector, this behavior is a crucial factor because job demands often require a fast, accurate response, and high empathy for community needs.

The concept of OCB itself, as proposed by Organ (1988), refers to individual behavior that is voluntary and not directly recognized by a formal reward system, but in aggregate can increase organizational effectiveness. The five main dimensions of OCB include altruism (helping coworkers or other parties in the organization), conscientiousness (performing tasks beyond minimum standards), sportsmanship (maintaining a positive attitude even when facing difficult situations), courtesy (preventing problems through information and consultation), and civic virtue (actively participating in organizational life). Podsakoff et al. (2000) emphasized that OCB influences organizational performance by improving team coordination, reducing conflict, and strengthening a positive work climate. Meanwhile, Robbins and Judge (2017) stated that human resource performance includes quantity, quality, timeliness, cost-effectiveness, and commitment to assigned tasks. In public health services, this indicator is not only measured by administrative achievements, but also by the quality of services provided to the community.

Previous research has shown a positive relationship between OCB and employee performance. For example, Al-Mahasneh (2015) found that OCB improved the performance of public sector employees in Jordan through strong teamwork and increased intrinsic motivation. Prasetyo and Wahyudi (2021), in a study at a regional hospital, also concluded that nurses with high levels of OCB were able to provide more responsive and quality services. These results align with conditions at the Jepara Regency Health Office, where employees

with high levels of OCB tended to overcome coordination barriers, expedite problem resolution, and increase patient satisfaction.

4) Organizational commitment has a positive effect on human resource performance.

The results of the fourth hypothesis testing in this study indicate that organizational commitment has a positive and significant influence on human resource performance among employees of the Jepara District Health Office. Based on the inner model evaluation, the calculated t-value was 5.018, which is greater than the t-table of 1.96, and the significance value was 0.000, which is less than 0.05. Therefore, the hypothesis is accepted. This finding indicates that the higher the level of organizational commitment held by employees, the better the resulting human resource performance. Organizational commitment essentially reflects the level of emotional attachment (affective commitment), sense of obligation (normative commitment), and perception of the cost of leaving the organization (continuance commitment) that individuals have towards their workplace (Meyer & Allen, 1997).

When employees have a high level of organizational commitment, they are motivated to contribute their best, maintain work quality, strive to meet targets, and demonstrate work behaviors that align with organizational goals (Robbins & Judge, 2015). In the context of the Jepara District Health Office, strong commitment plays a crucial role in ensuring the continuity of effective public services, especially considering that the health sector requires high dedication, adherence to standards, and a readiness to work in often stressful situations.

Theoretically, the positive relationship between organizational commitment and human resource performance can be explained through Social Exchange Theory (Blau, 1964), which states that the relationship between individuals and organizations is based on the principle of reciprocity. Employees who feel valued, treated fairly, and supported by the organization tend to reciprocate with productive and high-quality work behavior. This theory is reinforced by Affective Commitment Theory, which emphasizes that emotional attachment to an organization will encourage individuals to voluntarily exert extra effort for the organization's success (Meyer & Herscovitch, 2001).

Several recent empirical studies also support these findings. For example, a study by Alshammari et al. (2022) in the public sector in Saudi Arabia found that organizational commitment plays a significant role in improving employee performance, particularly in jobs requiring direct service to the public. Similarly, a study by Wulandari and Suryani (2021) in the healthcare sector in Indonesia revealed that highly committed employees tend to demonstrate punctuality, accuracy, and readiness to carry out emergency tasks.

#### 4. Conclusion

Based on the research findings, the following conclusions can be drawn: *Servant leadership* has a significant positive effect on the organizational citizenship behavior (OCB) of employees at the Jepara District Health Office. This means that the higher the dimensions of listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship,

commitment to the growth of people, and building community implemented by leaders, the higher the employees' extra-role behaviors, which include altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. *Servant leadership* has a significant positive effect on the organizational commitment of employees at the Jepara District Health Office. The higher the application of servant leadership principles, the stronger the employee commitment to remain loyal, actively participate, and maintain the organization's sustainability. This indicates that leadership attention to employee development, fairness, and effective communication can increase employee affective, normative, and continuance commitment. *Organizational citizenship behavior* (OCB) has a significant positive effect on human resource performance at the Jepara District Health Office. The higher the level of OCB, the higher the performance, as indicated by the quantity and quality of work, punctuality, mastery of knowledge and skills, supervisory abilities, and communication effectiveness. Organizational commitment has a significant positive effect on human resource performance at the Jepara Regency Health Office. The higher the organizational commitment of employees, the greater their contribution to achieving performance targets, maintaining service quality, and supporting the success of regional health programs. This commitment is reflected in employees' willingness to exert their best efforts, remain with the organization, and consistently carry out their duties in accordance with the established vision and mission.

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