

INTISARI

Fenomena rendahnya *Organizational Citizenship Behavior* (OCB) di kalangan karyawan generasi milenial di Indonesia menimbulkan perhatian terhadap perilaku karyawan di tempat kerja. Riset ini bertujuan untuk menguji pengaruh *servant leadership* terhadap OCB dan menyelidiki peran komitmen organisasional sebagai mediator dalam hubungan tersebut. Penelitian dilakukan dengan mengumpulkan data primer melalui kuesioner dari 150 karyawan generasi milenial berusia 27-42 tahun yang telah bekerja minimal tiga tahun. Data yang terkumpul dianalisis menggunakan metode *Partial Least Squares Structural Equation Modeling* (PLS-SEM) dengan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa servant leadership berpengaruh positif dan signifikan terhadap OCB, serta komitmen organisasional terbukti memediasi pengaruh servant leadership terhadap OCB. Temuan ini menunjukkan bahwa peningkatan praktik servant leadership dapat mendorong perilaku OCB karyawan melalui peningkatan komitmen organisasional.

Kata kunci: *Servant Leadership*, *Organizational Citizenship Behavior*, Komitmen Organisasional, Karyawan Generasi Milenial.

ABSTRACT

The phenomenon of low Organizational Citizenship Behavior (OCB) among millennial employees in Indonesia raises concerns about employee behavior in the workplace. This research aims to examine the influence of servant leadership on OCB and investigate the role of organizational commitment as a mediator in that relationship. The study was conducted by collecting primary data through a questionnaire from 150 millennial employees aged 27-42 who have worked for at least three years. The collected data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the SmartPLS application. The results indicate that servant leadership has a positive and significant effect on OCB, and that organizational commitment mediates the influence of servant leadership on OCB. These findings suggest that enhancing servant leadership practices can promote employee OCB through increased organizational commitment.

Keywords: Servant Leadership, Organizational Citizenship Behavior, Organizational Commitment, Millennial Employees.