

EXPLORING THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP, SOCIAL RESPONSIBLE LEADERSHI, AND ORGANIZATIONAL COMMITMENT IN HOSPITALS

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Abstract

This study aims to examine the relationship between Servant Leadership, Socially Responsible Leadership, and Organizational Leadership. Commitment among hospital employees. This study uses primary data obtained through questionnaires distributed to 119 employees. The data analysis technique used was Structural Equation. Modeling-Partial Least Squares (SEM-PLS) which includes validity, reliability, and hypothesis testing. The results of the study revealed that Servant Leadership has a positive and significant effect on Affective Commitment, Continuance Commitment, and Normative Commitment. Furthermore, Socially Responsible Leadership also has a positive and significant effect on the three dimensions of Organizational Commitment. These findings demonstrate the importance of leadership in shaping and enhancing employee loyalty, emotional attachment, and moral responsibility towards the hospital.

Keywords: Servant Leadership, Social Responsible Leadership, Affective Commitment, Continuan Commitment, Normative Commitment, Hospital

INTRODUCTION

Servant leadership is committed to developing individual potential, practicing inclusive leadership, maintaining authenticity, respecting everyone, demonstrating clear direction, and creating a sense of community within the community (Howladar & Rahman, 2021). Servant leadership can reduce the complexity and challenges of the modern workplace by instilling a sense of social identity in followers while fulfilling their need for belonging. Therefore, the issue of leadership continues to receive attention in human resource management studies, particularly in the public service sector (Dahleez et al., 2021). In the context of modern organizations, leadership is increasingly crucial due to the complex dynamics of the work environment. Meanwhile, Social Responsible Leadership refers to leadership that is socially responsible, emphasizing ethical aspects, environmental concerns, and organizational social responsibility. (Almohtasb et al., 2021). The primary goal of responsible leadership is to manage and engage the workforce with a 'relatively intelligent' approach to support societal progress (Mousa & Puhakka, 2019). This demonstrates that leadership is not only related to the ability to manage resources, but also concerns moral values, ethics, and concern for employee well-being.

Hospitals as organizations engaged in the field of health services face significant challenges in maintaining service quality, therefore it is crucial to implement organizational commitment in hospitals. Organizational Commitment is the strength of a person's identification with involvement in a particular organization. This commitment is also a psychological condition that reduces the possibility of employees leaving their organization (Mousa, 2018). Therefore, employee commitment is crucial for organizations, as organizations consist of employees and employee motives to work for organizational goals greatly determine the success of the organization (Imamoglu et al., 2019). Organizational commitment creates a psychological state that binds employees to the organization and reduces their likelihood of leaving (Mousa, 2018). Meyer & Allen (1991) divide organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment. These three dimensions can be significantly influenced by the leader's leadership style (Haque et al., 2020).

The relationship between Servant Leadership and Affective Commitment has a positive relationship for employees with their leaders and also their organizations and can be reflected in employee beliefs, feelings, and actions and also helps create a positive work environment, which supports employee development and increases their sense of attachment to the organization (Dahleez et al., 2021). Servant Leadership also has a positive relationship

with Continuance Commitment which can have a direct impact on various aspects of Organizational Commitment . The importance of servant leadership in creating a supportive work environment, where employees feel bound to continue contributing to the organization because of the sense of responsibility and value they gain from the relationship (Jaisinghani et al., 2021) . Servant Leadership and Normative Commitment can make employee relationships feel more emotionally attached and have an obligation to remain in the organization. In this case, the importance of leaders building organizational commitment so that employees feel they have an obligation and to remain committed to the organization (Muthia & Krishnan, 2015) .

Responsible Relationship Leadership and Affective Commitment strengthen employees' sense of emotional attachment, thus employees who feel attention and support from leaders tend to have higher affective commitment (Haque et al., 2020) . Responsible Leadership can increase Continuance Commitment by creating a stable and supportive work environment (Mousa, 2018) . Responsible Leadership has a significant impact on Normative Commitment , described as an employee's sense of moral obligation to remain in the organization, responsible leaders tend to create an environment that encourages employees to feel a moral obligation to remain committed to the organization (Mousa & Puhakka, 2019) .

Previous research revealed that there is a positive relationship between organizational commitment as in the research (Jaisinghani et al., 2021; Dahleez et al., servant leadership , social responsible leadership 2021 ; Mousa & Puhakka (2019) ; Haque et al., 2020). Based on observations at Arun Hospital in Lhokseumawe City, there are challenges in maintaining employee commitment to the organization, especially in terms of loyalty, emotional attachment, and a sense of responsibility. Some workers showed decreased motivation, high job rotation, and a lack of sense of belonging to the organization. These conditions have the potential to reduce the quality of healthcare services provided to the community. By understanding the influence of these two leadership styles on organizational commitment, the hospital is expected to formulate more appropriate leadership strategies to create a positive work environment, increase employee loyalty, and ultimately support improved healthcare service quality.

The difference between the current research and previous research lies in the concept of variable measurement, which is different from previous research, and also in the different units of analysis, such as the research conducted (Dahleez et al., 2021; Jaisinghani et al., 2021; Muthia & Krishnan, 2015; Haque et al., 2020; Mousa, 2018; Mousa & Puhakka, 2019). This phenomenon indicates the need for deeper research on the role of servant leadership and social responsible leadership among organizational commitment. By focusing on nurses at Arun Hospital in Lhokseumawe City, examining the influence of servant leadership and social responsible leadership on organizational commitment, this research contributes to the development of science, especially related to leadership and work attitudes.

BACKGROUND THEORY AND HYPOTHESIS

Servant Leadership and Organizational Commitment

Servant Leadership has a significant influence on Affective Commitment . Organizational Commitment has an active relationship between employees and their organization and can be reflected in employee beliefs, feelings, and actions. Servant Leadership helps create a positive work environment, which supports employee development and increases their sense of attachment to the organization (Dahleez et al., 2021) . Several previous studies have stated that Servant Leadership has a significant relationship with Organizational Commitment , namely in research conducted by (Muthia & Krishnan, 2015; Jaisinghani et al., 2021; Temere & Tefera, 2021; Joo et al., 2018; Zaman et al., 2024) .

In a study conducted by (Jaisinghani et al., 2021) Servant Leadership has a positive and significant relationship with Organizational Commitment (Affective Commitment , Continuance Commitment , and Normative Commitment). Servant Leadership has been shown to contribute to the improvement of these three models. This shows that service-oriented leaders can increase employees' emotional attachment to the organization. Furthermore, research (Dahleez et al., 2021) found that Servant Leadership has a positive and significant relationship with Organizational Commitment . Servant Leadership helps create a positive work environment, which supports employee development and increases their sense of attachment to the organization.

H1a. Servant Leadership has a positive and significant relationship with Affective Commitment.

H1b. Servant Leadership has a positive and significant relationship with Continuance Commitment.

H1c. Servant Leadership has a positive and significant relationship with Normative Commitment.

Social Responsible Leadership and Organizational Commitment

Social Responsible Leadership in an organization can embrace a high level of Organizational Commitment and demonstrate a good relationship between various leadership approaches and employee performance. Organizational Commitment consists of 3 models, namely: Affective Commitment, Continuance Commitment, and Normative Commitment. Social Responsible Leadership and Organizational Commitment can create an ethical work environment and support employee well-being (Haque et al., 2020). Several previous studies stated that Social Responsible Leadership has a significant relationship with Organizational Commitment, namely in research conducted by (Mousa, 2018; Mousa & Puhakka, 2019; Espinosa & Rafael, 2022; Tamer (2021).

This finding aligns with research conducted by Haque et al. (2020), which showed that socially responsible leadership has a positive and significant impact on organizational commitment. This occurs because leaders who practice social responsibility are perceived as ethical and caring figures, thus encouraging employees to reciprocate with their loyalty and responsibility to the organization. Furthermore, research by Espinosa & Rafael (2022) Socially Responsible Leadership is linked to Organizational Commitment. This demonstrates that Responsible Leadership can be a relevant determinant in creating value for stakeholders and the environment.

H2a. Social Responsible Leadership has a positive and significant effect on Affective Commitment.

H2b. Social Responsible Leadership has a positive and significant effect on Continuance Commitment.

H2c. Social Responsible Leadership has a positive and significant effect on Normative Commitment.

METHOD

This study is a cross-sectional study with a quantitative approach to test the hypothesis through statistical analysis of numerical data, with the instrument being a questionnaire (Ghozali, 2018). The questionnaire was distributed to 119 hospital nurses using a self-administrated method. This study was compiled using a 5-point Likert scale questionnaire that includes the variables of Servant Leadership, Social Responsible Leadership, and Organizational Commitment. Servant Leadership was measured using a concept developed by (Liden et al., 2015) which consists of 7 statements, such as "Knowing, Prioritizing career, Asking for help, Positive contribution, Prioritizing subordinates' interests, Giving freedom, and Ethical principles." Social Responsible Leadership refers to research conducted by Agarwal & Bhal (2020). The dimensions measured include: Moral person, Moral manager, Multistakeholder consideration and Sustainable growth which consists of 16 statements, such as "Responsibility, Integrity and honesty, Making fair decisions, Maintaining ethical standards, Appreciation, Ethics, Ethical decisions, Moral values, Openness of opinion, Welfare on the team, Stakeholders in decisions, Maintaining the impact of decisions, Building a work culture, Efficiency and innovation, Business practices, and Long-term development. Then Organizational Commitment is measured using the Three-Component Model of Commitment developed by Meyer & Allen (Meyer & Allen, 1991), which includes: Affective Commitment, Continuance Commitment, and Normative Commitment. Data analysis was performed using Partial Least Square-based Structural Equation Modeling (PLS-SEM) using SmartPLS (Hair & Alame r, 2022). Model evaluation included testing the outer model (validity and reliability), inner model (R-square, Effect Size (f^2), Predictive Relevance (Q^2), as well as direct hypothesis testing and mediation based on theory (Hair et al., 2022).

RESULTS AND DISCUSSION

Based on the characteristics of the respondents, in this study, the female gender is 68 people (57.1%), while the male gender is 51 people (3%), so it can be said that the majority of respondents studied are women. The characteristics of respondents based on age 25-30 years have the largest position, namely 56 people (47.1%), then the age of 31-35 years is 33 people (27.7%), the age range of 36-40 years is 15 people (12.6%), 40 years is 11 people (9.2%) and 19-24 years is 4 people (3.4%). Based on the characteristics of respondents according to education in the picture above shows that the majority of respondents have a D3 education of 63 people (52.9%), then Nurses are 51 people (42.9%) and S2 is only 5 people (4.2%). Based on the characteristics of respondents according to length of service in the image above, it shows that the majority have worked for 6-10 years, as many as 53 people (44.5%), 1-5 years as many as 44 people (37%), 11-5 years as many as 11 people (9.2%), 16-20 years as many as 6 people (5%) and >20 years as many as 5 people (4.2%).

Descriptive analysis of respondents' responses shows that the majority of nurses agreed with the statements in the questionnaire on the three variables studied. For the Servant Leadership variable, the average value (mean) of respondents' answers was 4,089, which means that the average respondent answered agree and the standard deviation value was 0.742 and this value did not exceed two times the mean. The Social Responsible Leadership variable had an average value (mean) of respondents' answers of 4,067, which means that the average respondent answered agree

EXPLORING THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP, SOCIAL RESPONSIBLE LEADERSHIP AND ORGANIZATIONAL COMMITMENT IN HOSPITALS

Muhammad Haykal et al

and the standard deviation value was 0.745 and this value did not exceed two times the mean . And Organizational Commitment also showed similar results, that the average value (mean) of respondents' answers was 4,102, which means that the average respondent answered agree with a standard deviation value of 0.715 and this value did not exceed two times the mean . These results indicate that the distribution of the data carried out was good .

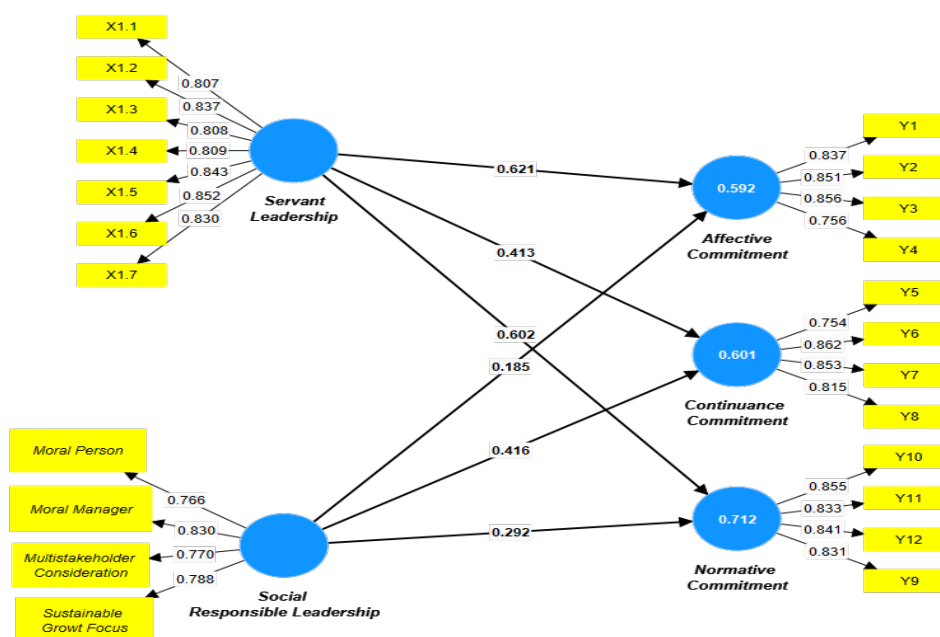


Figure 1 Measurement Model

In this study, validity was measured using the loading indicator value, AVE value, and discriminant validity. Reliability was measured using Cronbach's alpha and composite reliability, as shown in Tables 1 and 2.

Table 1 Validity and Reliability

Variables	Indicator Loadings	AVE	Composite Reliability	Cronbach's Alpha
Servant Leadership	0.807	0.683	0.938	0.923
	0.837			
	0.808			
	0.809			
	0.843			
	0.853			
	0.830			
Socially Responsible Leadership	0.766	0.622	0.868	0.789
	0.830			
	0.770			
	0.788			
Affective Commitment	0.837	0.628	0.895	0.843
	0.851			
	0.856			
	0.756			
Continuance Commitment	0.754	0.676	0.893	0.840
	0.862			
	0.853			
	0.815			

EXPLORING THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP, SOCIAL RESPONSIBLE LEADERSHIP AND ORGANIZATIONAL COMMITMENT IN HOSPITALS

Muhammad Haykal et al

Variables	Indicator Loadings	AVE	Composite Reliability	Cronbach's Alpha
Normative Commitment	0.831	0.706	0.906	0.861
	0.855			
	0.833			
	0.841			

The results of the convergent validity test show that all items have factor loadings > 0.60 and AVE > 0.5, thus fulfilling the valid criteria. Then, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all variables are > 0.7. Thus, it can be concluded that the Second Order construct The construct is convergently valid and has good reliability. This can then be continued with a discriminant validity test.

Table 2 Values of Fornell-Larcker Criterion and HTMT Second Order Construct

	AC	CC	NC	SL	SRL
AC	0.826 ^a	0.644 ^b	0.615 ^b	0.744 ^b	0.507 ^b
CC	0.737 ^a	0.822 ^a	0.433 ^b	0.386 ^b	0.413 ^b
NC	0.656 ^a	0.762 ^a	0.840 ^a	0.496 ^b	0.485 ^b
SL	0.760 ^a	0.725 ^a	0.821 ^a	0.827 ^a	0.475 ^b
SRL	0.651 ^a	0.726 ^a	0.744 ^a	0.750 ^a	0.789 ^a

Note: a: Fornell Larcker, b: HTMT

Discriminant validity was tested using the Fornell-Larcker Criterion, HTMT, and cross-loading, with the results showing that each construct can be empirically distinguished from other constructs. The Fornell-Larcker Criterion AVE value is greater than the correlation between constructs indicating good discriminant validity, shown in the table in bold. The HTMT value is <0.85 or looser, namely >0.90 (Henseler et al., 2015). Thus, it can be concluded that the construct has a valid value and good reliability. After all stages of the measurement model (outer model) have been carried out and have been declared valid and reliable, the next step is to test the structural model (inner model), hypothesis testing, and also test the mediation effect in this study.

Testing, Indirect Effect

Direct hypothesis testing was conducted to determine the direct effect, and mediation testing to determine the extent to which organizational commitment mediates the relationship between the independent and dependent variables. Structural model evaluation (Inner Model) was conducted to assess the strength of the relationship between the latent variables in the model. These tests included R-square, Effect Size (f^2), Relevant Predictive Coefficient (Q^2), Model Fit. The test results can be seen in the following table:

Table 3 Direct Effect

	β	T value	P values	F-square
SL->AC	0.621	6,415	0.000	0.413
SL->CC	0.431	3,656	0.000	0.187
SL->NC	0.602	5,212	0.000	0.550
SRL->AC	0.185	1,979	0.048	0.037
SRL->CC	0.416	3,910	0.000	0.190
SRL->NC	0.292	2,544	0.011	0.130

The results of direct hypothesis testing indicate that Servant Leadership positively and significantly influences Affective Commitment. This is evidenced by the t-statistic value of 6.415 > 1.658 and p-value of 0.000 < 0.05 indicating that H1 is accepted. The better the Servant Leadership, the higher the Affective Commitment. The results of this study are in line with research conducted by (Temere & Tefera, 2021) and (Joo et al., 2018) regarding the relationship of Servant Leadership to Affective Commitment. Next, Servant Leadership positively and significantly influences Continuance Commitment. This is evidenced by the t-statistic value of 3.656 > 1.658 and

p-value of $0.000 < 0.05$ indicating that H2 accepted. The results of this study are in line with previous studies which stated that Servant Leadership is positively and significantly related to Continuance Commitment (Joo et al., 2018) and (Vrcelj et al., 2022). In addition, Servant Leadership influences Normative Commitment positively and significantly. This is evidenced by the t-statistic value of $5.212 > 1.658$ and p-value of $0.000 < 0.05$ which indicates that H3 is accepted. The results of this study are in line with previous research (Lapointe & Vandenberghe, 2018) which stated that Servant Leadership is positively and significantly related to Normative Commitment. Based on the results obtained from this study, Social Responsible Leadership influences Affective Commitment positively and significantly. This is evidenced by the t-statistic value of $1.979 > 1.658$ and p-value of $0.048 < 0.05$ which indicates that H4 is accepted. The results of this study are in line with research (Almohtasb et al., 2021) that Responsible Leadership has a positive and significant effect on Affective Commitment. Social Responsible Leadership influences Continuance Commitment positively and significantly. This is evidenced by the t-statistic value of $5.910 > 1.658$ and p-value of $0.000 < 0.05$, indicating that H5 is accepted. Next, Social Responsible Leadership influences Normative Commitment positively and significantly. This is evidenced by the t-statistic value of $2.544 > 1.658$ and p-value of $0.011 < 0.05$, indicating that H6 is accepted. This study is in line with previous studies, namely (Mousa & Puhakka (Mousa & Puhakka, 2019) ; Haque et al., (Haque et al., 2020) and Tamer 2021) .

In the results of the R-Square Model = 0.592. This means that the ability of Servant Leadership) and Social Responsible Leadership in explaining Affective Commitment, the value is above 0.50, this can be said that the value is moderate. Then the R-Squared Model value = 0.601. This means that the ability of Servant Leadership and Social Responsible Leadership in explaining Continuance Commitment, the value is above 0.50, this can be said that the value is moderate . And the R-Squared Model value = 0.712. This means that the ability of Servant Leadership and Social Responsible Leadership in explaining Normative Commitment, the value is above 0.50, this can be said that the value is moderate. Then in the F- Square value that Servant Leadership towards Affective Commitment has a value = 0.413 which means large, Servant Leadership towards Continuance Commitment = 0.187 which means moderate and Servant Leadership towards Normative Commitment = 0.550 which means large. Then Social Responsible Leadership towards Affective Commitment = 0.037 means small, Social Responsible Leadership towards Continuance Commitment = 0.190 means medium and Social Responsible Leadership towards Normative Commitment = 0.130 means small.

Then, the model fit in this study was determined by looking at the SRMR value, which was 0.77, meaning the model had good suitability (Hu & Bentler, 1999) . Furthermore, the blindfolding results showed the Predictive Relevance (Q^2) value owned by the endogenous variables, namely the Q^2 value of Affective Commitment and Continuance Commitment. of 0.465 and Normative Commitment of 0.498. And the exogenous variables, namely the Q^2 value of Servant Leadership of 0.579 and Social Responsible Leadership of 0.366. This means that all variables have predictive relevance, because the value is greater than 0.

Based on the results obtained from this study, Servant Leadership positively and significantly influences Affective Commitment . The better the Servant Leadership , the higher the Affective Commitment . These results align with research conducted by (Temere & Tefera, 2021) and (Joo et al., 2018) regarding the relationship between Servant Leadership and Affective Commitment . These results are linked to research by Dahleez et al., (Dahleez et al., 2021) stated that Servant Leadership has a significant influence on Affective Commitment . It describes an employee's active relationship with their organization and can be reflected in their beliefs, feelings, and actions. Servant Leadership helps create a positive work environment, which supports employee development and increases their sense of attachment to the organization. Servant Leadership significantly increases Affective Commitment , meaning that leaders who prioritize values such as humility, empathy, and attention to the individual development of subordinates create a sense of security and appreciation in the work environment. This has a positive impact on increasing employee affection and loyalty to the organization. (Zaman et al., 2024) .

Next, Servant Leadership positively and significantly influences Continuance Commitment . The results of this study are in line with previous studies which stated that Servant Leadership is positively and significantly related to Continuance Commitment (Joo et al., 2018) and (Vrcelj et al., 2022) . Servant Leadership has a positive and significant relationship to Continuance Commitment . The importance of Servant Leadership in creating a supportive work environment, where employees feel bound to continue contributing to the organization because of the sense of responsibility and value they gain from the relationship (Jaisinghani et al., 2021) . Romle (2015) Servant leadership has a positive relationship with continuance commitment , which means that good servant leadership can increase continuance commitment in an organization or company.

Furthermore, Servant Leadership positively and significantly influences Normative Commitment . This research aligns with previous research (Lapointe & Vandenberghe, 2018) , which found that Servant Leadership has a positive and significant relationship with Normative Commitment. According to Muthia & Krishnan (2015), Servant Leadership has a significant relationship with Normative Commitment . It explains that employees feel more emotionally attached and have an obligation to remain in the organization. In this case, it is important for leaders to build organizational commitment so that employees feel they have an obligation and to remain committed to the organization. Servant Leadership has been shown to have a positive relationship with Normative Commitment , which is in line with the findings of Jaisinghani et al., (Jaisinghani et al., 2021) who stated that Servant Leadership can foster a sense of moral responsibility in employees to remain loyal and committed to the organization. Employees feel the attention, support, and integrity of their leaders, they will develop a sense of internal obligation to remain loyal to the organization as a form of gratitude for this positive treatment (Joo et al., 2018) .

Based on the results obtained from this study, Social Responsible Leadership has a positive and significant influence on Affective Commitment . These results align with research by Almohtasb et al., 2021, which found that Responsible Leadership has a positive and significant influence on Affective Commitment . Haque et al., (Haque et al., 2020) that Responsible Leadership has a positive and significant effect on Affective Commitment . Explaining that Affective Commitment reflects the emotional attachment of employees to the organization, by creating a positive work environment and being oriented towards ethical values, Responsible Leadership has a positive and significant effect on Affective Commitment. Leadership strengthens employees' sense of emotional attachment, thus employees who feel the attention and support of leaders tend to have higher affective commitment. Social Responsible Leadership has a relationship with Affective Commitment . This shows that Responsible Leadership can be a relevant determinant in creating value for stakeholders and the environment (Espinosa & Rafael, 2022) . And this study is also in line with research (Mousa, 2018) which states that Social Responsible Leadership has a positive and significant effect on Affective Commitment . This shows that Responsible Leadership has a relational approach in the organizational decision-making process and in formulating organizational goals.

Socially Responsible Leadership positively and significantly influences Continuance Commitment . One study found that Responsible Leadership has a positive and significant effect on Continuance Commitment . Continuance Commitment encompasses job stability, benefits, and social relationships built in the workplace. Leadership can increase Continuance Commitment by creating a stable and supportive work environment (Mousa, 2018) . Social Responsible Leadership has a positive and significant effect on Continuance Commitment , indicating that Social Responsible Leadership can increase employees' sense of attachment to the organization because they feel the organization has a positive impact, not only on employees but also on the wider community (Haque et al., 2020) . Furthermore, this study is in line with the research of Mousa et al., (2019) and (Tamer, 2021) revealed a positive relationship between socially responsible leadership and continuance commitment . Leaders who practice socially responsible leadership perceive that leaving the organization means losing meaningful and valuable working relationships. This sense of loss leads them to rationally consider the potential costs of leaving, thereby increasing their commitment to remaining.

Furthermore, Social Responsible Leadership positively and significantly influences Normative Commitment . According to Mousa & Puhakka (2019), Social Responsibility Leadership has a significant impact on normative commitment . Normative commitment is defined as an employee's sense of moral obligation to remain with the organization. Responsible leaders tend to create an environment that encourages employees to feel a moral obligation to remain committed to the organization. This finding aligns with research conducted by Haque et al., Haque et al. (2020) and Tamer (2021) show that Socially Responsible Leadership has a positive and significant effect on Normative Commitment. This occurs because leaders who carry out social responsibility are perceived as ethical and caring figures for the social environment, thus encouraging employees to reciprocate with their loyalty and responsibility to the organization . Social Responsible Leadership is related to Normative Commitment . Therefore, the stronger employees' perceptions of Social Responsible Leadership , the greater their tendency to develop Normative Commitment , a form of commitment based on values, principles, and a sense of obligation (Mousa, 2018) .

IMPLICATION AND RESEARCH AGENDA

The results of this study have important implications for the management Hospital in Lhokseumawe City and healthcare institutions in general. First, the implementation of Servant Leadership has been shown to strengthen emotional engagement, loyalty, and moral responsibility among employees. Therefore, hospitals need to encourage leaders to place greater emphasis on the values of service, empathy, and appreciation for employees. This can be

achieved through leadership training programs that emphasize coaching, two-way communication, and individual development. Furthermore, Social Responsible Leadership, which emphasizes ethics, social awareness, and responsibility for employee well-being, has also been shown to increase organizational commitment. Hospitals are advised to strengthen an organizational culture that emphasizes moral and social values, for example through well-being policies, psychological support, and employee involvement in community social activities. This way, employees will feel valued as part of the organization, ultimately improving the quality of healthcare services.

These findings support the Three-Component Organizational Commitment model (Meyer & Allen, 1991) by demonstrating that all three dimensions of commitment affective, continuance, and normative— can be significantly influenced by service-oriented and socially responsible leadership. This study focused on only one hospital and used a quantitative approach with a closed-ended questionnaire, thus not delving deeper into the subjective experiences of employees. This study only examined the direct influence of Servant Leadership and Socially Responsible Leadership on Organizational Commitment. Future research could include mediating variables such as Job Satisfaction, Organizational Culture, or Psychological Empowerment to examine more complex mechanisms of influence.

CONCLUSION

This study explore the relationship between Servant Leadership, Social Responsible Leadership and Affective Commitment, Continuance Commitment, and Normative Commitment. The results of the study indicate that leaders who have high ethical principles, prioritize employees, and provide freedom to solve problems are able to increase employees' emotional attachment to the organization. Leaders who prioritize employee needs, show empathy, and support personal and professional growth are able to increase employees' ongoing commitment to the organization. Leaders who show concern, trust, and integrity to employees are able to increase employees' responsibility to reciprocate positive treatment to the organization.

Leaders who prioritize social values, the environment, and the interests of employees and the wider community can increase employees' emotional attachment to the organization. Leaders who create a supportive and caring work environment can increase employee retention. Leaders who demonstrate social responsibility and ethics and set a positive example for employees can foster a sense of responsibility within the organization. Therefore, the management of Arun Hospital in Lhokseumawe City is advised to focus more on employee career development through training, certification, and further study opportunities. Furthermore, leadership should encourage a work culture that is open to asking for and providing assistance, thus creating a supportive and collaborative work environment. This is expected to increase employee commitment to the organization.

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