

THE IMPACT OF SERVANT LEADERSHIP TOWARD JOB SATISFACTION AND TURNOVER INTENTION THROUGH EMPLOYEE ENGAGEMENT AS MEDIATING VARIABLE ON COMMUNITY HEALTH CARE CENTERS IN BENGKAYANG

ABSTRACT

Aims : Leadership in health care is needed and faces challenges. The health care sector, servant leadership is one of the type of leadership application. This study aims to determine the impact of servant leadership toward job satisfaction and Turnover intention through employee engagement as mediating variable.

Study Design : Explanatory Research

Place and Duration of Study : We conduct this research from April 2023 to May 2023 at Community Health Care Centers in Bengkayang. We start by finding phenomena and problem, surveying the object related problems, making conceptual framework, interviews and distributing questionnaires.

Methodology : The form of research used Quantitative Research. The method of collecting the data is by using a questionnaire which is 155 responden to with a target purposive sampling technique. Using the Structural Equation Model on The PLS.

Result : The result of research indicates that servant leadership have a negative and significant effect on turnover intention, have a positive and significant effect on Job Satisfaction. Meanwhile, servant leadership has a significant relation to job satisfaction and turnover intention when mediated by employee engagement.

Conclusion : The research reveals that servant leadership has a direct or indirect relationship to job satisfaction and turnover intention.

Keywords : Employee Engagement, Job Satisfaction, Servant Leadership, Turnover Intention

1. INTRODUCTION

Leadership is the process by which an individual influences a group of individuals to achieve a common goal (1). Leadership is one of the comprehensive processes to be examined of social influence processes in behavioral science. Today, there are many articles about leadership that can strengthen performance in the health sector (2-4). A leader in the health professions is expected to be a mentor to other leaders or managers who are less experienced in an organization (5). The role of the leader is needed in the field of health to bring an organization forward with human resources and technology utilization (6). Kepemimpinan semakin diperlukan when the world faces the Covid-19 pandemic, which is a leadership challenge in the health sector (7-8).

The Sustainable Development Goals (SDGs) we know as the Global Goals taken by the United Nations (UN) in 2015 as a universal call that ensures that by 2030 people live with peace and prosperity. In the health sector, SDGs are integrated with one goal in the third point, namely ensuring a healthy life and promoting well-being for all people of all ages. Indonesia through the National Development Planning Agency has set 38 SDGS targets in the health sector that need to be realized. The targets are reducing maternal and infant mortality, controlling HIV, TB, malaria and increasing access to reproductive health. To achieve predefined SGDs a source is required Human health resources are qualified, competent and certain leadership styles are needed that can be applied.

Health Human Resources is someone who works actively in the health sector whether they have formal health education or not for certain types that require authority in carrying out health efforts (9). Health Human Resources is one of the subsystems in the health management component. The purpose of the National Health System is health management organized by all components of the Indonesian nation in an integrated and mutually supportive manner to ensure the achievement of the highest degree of public health. The success of development in the regions, especially in regencies and cities, is largely determined by the quality of human resources and the active role of the community as actors of such development (10). Therefore, leadership is needed that can manage good planning for Health Human Resources.

Health system service units such as hospitals, health centers, clinics and other health facilities are units that always deal with individuals who are in inadequate conditions both physically and psychologically. In carrying out duties in health services, health workers are faced with individuals who need assistance by taking a comprehensive approach through biopsychosociocultural. Each health worker is expected to be able to quickly adapt to ever-changing conditions and deal with various individual characters. Leadership such as Servant Leadership (SL) is needed to shape organizational culture, improve the quality of service to patients, improve patient safety in a service (11). Servant leadership is also considered capable of developing employees to become successful leaders in the health sector (12).

Servant leadership is one leadership style that is very suitable for use in hospitals, clinics, pukesmas or other health facilities (13-15) and effectively applied during the Covid-19 Pandemic (16). The application of servant leadership during the Covid-19 pandemic has succeeded in reducing boredom and providing psychological comfort for nurses on duty (17). Servant leadership believes that organizational goals will be achieved in the long term by facilitating the growth, development and well-being of its members (18). Good leadership can affect the job satisfaction of its members (19-20). Employee job satisfaction is the most important micro level in supporting individual performance that will have an impact on organizational performance (21). Another study of nurses in Jordan found that good leadership has a positive correlation with nurse motivation (22). Servant leadership can reduce moving intention and turnover intention (23-24). The impact of Employee Turnover is low productivity, increased costs for staffing, training costs and retaining employees increased (25-26). Based on the description above, the researcher wants to know the influence of servant Leadership (SL) on Job Satisfaction (JS) and Turnover Intention (IT) with Employee Engagement (EE) as a mediation variable.

2. MATERIALS AND METHOD

2.1 Theoretical Theory

2.1.1 Servant Leadership

Servant leadership is one of the leadership styles introduced by Robert Greenleaf in 1970 (27). *This theory explains how a leader can act on his leader. In servant leadership, there are 10 characteristics of servant leadership such as Listening, Empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, building community (1,28)).* Servant leadership has continued to grow since 1970. Many studies have found that servant leadership has an impact on an organization. Servant leadership is very effective in implementing practice in health care (29-32).

2.1.2 Employee Engagement

Employee engagement is defined as an individual's attachment and satisfaction as well as anusiasm to work (33-34). The another research suggests that there is a significant relationship between Human Resource Management (HRM) and employee engagement. During the COVID-19 pandemic, nurses were also faced with a condition of fear in handling diagnosed patients. Another study suggested that there is a correlation between fear of Covid-19 and work engagement (35). Management in the organization, in the development of HRM can use a structured framework to encourage employee engagement (36).

2.1.3 Turnover Intention

Turnover intention is an employee's intention to leave the organization to find a new and better job (37). Turnover intention is considered the strongest predictor of actual turnover (38). When employees leave a health care organization, it affects a hospital's ability to meet patient needs and quality of care (39). Research shows that increased employee job satisfaction (40-41), work engagement (42), decreased work stress and burnout (43-44) negatively affect turnover intention. Leadership style is an important factor that can have both positive and negative effects on turnover intent (45). Therefore, organizations are expected to apply certain leadership styles to reduce employee turnover intentions.

2.1.4 Job Satisfaction

Job satisfaction is an attitude consisting of cognitive and affective (46). Employees can develop a positive attitude because servant leaders prioritize the needs of employees over their own interests and demonstrate a commitment to employee development, including decision-making (47,48). Employee job satisfaction is an impact of leadership style.

2.2 Correlation Between Variabels

2.2.1 Servant Leadership On Job Satisfaction

Leadership style will affect job satisfaction (49-50). Servant leadership influences job satisfaction intrinsically and extrinsically (51). Another study conducted on 283 nurses who worked in trauma center rooms, found that servant leadership increased job satisfaction in nurses (52). Therefore, the following research hypothesis will propose :

H1: Servant leadership has a positive and significant effect on Job Satisfaction.

2.2.2 Servant Leadership On Turnover Intention

Servant leadership has a negative relationship with turnover intention (54-55). Research conducted by (56) on 121 pharmacy workers in a Himachal Pradesh company in India found that there is an influence of servant leadership on turnover intention. Therefore, the following research hypothesis will propose :

H2: Servant leadership has a negative and significant effect on Job Satisfaction.

2.2.3 Servant Leadership On Employee Engagement

The key to leadership in health profession service is mentoring (5). A leader can encourage self-development of employees by involving employees in every action. Several studies show that there is a relationship between servant leadership and employee engagement (57). Therefore, the following research hypothesis will propose :

H3: Servant leadership has a significant effect on Employee Engagement.

2.2.4 Employee Engagement on Job Satisfaction

Several studies suggest there is a relationship between employee engagement and job satisfaction (59-61). According to Social Learning Theory (62) Employees will have greater employee engagement motivated by their superiors. Employee will tend to have a good performance if the leader involves them. By involving employees in work, job satisfaction will be achieved. Servant leadership will encourage their employees to engage in activities, develop new ideas, improve employee creativity and fun at work (63). Employee Engagement will encourage positive energy and employee concentration in the workplace (64). Therefore, the following research hypothesis will propose :

H4: Employee Engagement has a significant effect on job satisfaction.

2.2.5 Employee Engagement on Turnover Intention

Turnover intention decreases service quality due to changes in human resources. Research shows employee engagement has a relationship with turnover intention (65). Employee work engagement negatively affects turnover intention with age, gender, and organizational hierarchy (66). With work engagement as mediation, a significant relationship is adapted between workplace fun and turnover intention (67). Therefore, the following research hypothesis will propose :

H5 : Employee Engagement berpengaruh signifikan terhadap Turnover Intention.

2.2.6 Servant Leadership toward Job Satisfaction, Employee Engagement As Mediator

Leadership styles such as Servant leadership are widely applied in health care units. In private health practitioners, there was a relationship between servant leadership and job satisfaction (19). Another study used employee engagement as a mediator to assess the effect of job motivation on job satisfaction on employee performance (68). In addition, employee engagement is used as a mediator in job satisfaction and job performance management (69). Therefore, the following research hypothesis will propose :

H6: Servant leadership has a positive and significant effect on Job

Satisfaction with the mediating role of employee engagement.

2.2.7 Servant Leadership toward Turnover Intention, Employee Engagement As Mediator

Research conducted in Lagos, Nigeria suggests servant leadership can reduce turnover intention (70). Beberapa penelitian menggunakan employee engagement sebagai mediator (71-72). Research from (73) explains that there is a relationship between rough supervision and turnover intention. The mediator employee engagement variable is also explained to reduce turnover intention with transformational leadership style (74). Therefore, the following research hypothesis will propose :

H7: Servant leadership has a negative and significant effect on Job Satisfaction with the mediating role of employee engagement.

2.3 Methodology

2.3.1 Measurement

This study used explanatory research. This study has 4 variables, namely Servant Leadership, Employee Engagement, Job Satisfaction and Turnover Intention. Servant Leadership has 7 indicators, Employee Engagement has 3 indicators, Job Satisfaction with 5 indicators. Reliability testing was measured by Cronbach alpha on the variables Servant Leadership 0.900, Employee Engagement 0.850, Job Satisfaction 0.807 and Turnover Intention 0.672.

2.3.2 Sampling And Collection Data

This study used quantitative research by distributing questionnaires to nurse health workers in 17 Puskemas in Bengkayang Regency. The number of samples in this study was 155 respondents. Respondents filled out questionnaires with Likert scale measurements from point 1 to strongly disagree and point 5 to strongly agree. This study used purposive sampling because it had criteria for only nurse health workers involved in the study, where data was collected from April to May 2023.

2.3.3 Data Analysis

This research was analyzed with Structured Equation Model (SEM) with PLS for evaluation of research constructs built with construct reability, discriminant validity, convergent validity and individual item reability (75-

77). Goodness of fit is carried out on the basis of the R2 indicator.

Measurements are carried out with the outer model (Measurement Model). Measurement of outer models, to test validity and reliability. The value of composite reability for all variables is greater than 0.7 (78), while for individual variables reability is greater than 0.7 (79). In this study, the loading factor value of the items is recommended to be 0.7. For instrument reability, it will be considered a construct if it is greater than 0.7. In addition, this study used Average Variance Extracted (AVE) to evaluate convergent validity with minimum results having a recommended value of 0.5 (80). SEM analysis is a structural model analysis that examines hypotheses from research that are built whether accepted or rejected. SEM analysis will get the nilat t-value for each coefficient. The hypothesis is said to have an effect if the value of t is calculated \geq t table (1.96) with a significant level $\alpha = 0.05$ (77).

3. RESULT AND DISCUSSION

3.1 Resondent Characteristic

Demographic characteristics can be seen in Table 1, which shows that respondents with an age range of 31 – 40 years old as many as 75 nurses (48.38%), female gender as many as 108 nurses (69.68%), with the majority of diploma III education as many as 127 nurses (81.94%), period of employment \leq 5 years as many as 74 nurses (47.74%) and ASN employment status of 102 nurses (65.81%).

Table 1. Demographic Characteristics of Respondents

Category	Item	F	%
age	20 – 30 years old	48	30,96
	31 – 40 years old	75	48,38
	41 – 50 years old	30	19,35
	>51 years old	2	1,29
	Total		100
Gender	Male	47	30,32
	Female	108	69,68
	Total	155	100
Education	D3	127	81,94
	D4/S1	28	18,06
Period of employment	\leq 5 Years	74	47,74
	6 – 10 Years	22	14,91
	11- 15 Years	34	21,93
	16 – 20 Year	13	8,38
	> 21 Year	12	7,74
	Total		100
Employment Status	ASN	102	65,81
	Non-ASN	53	34,19
	Total		100

3.2 Measurement and Structured model

Model measurement is done first before the structured model. In table 2. Measurement

model results, for servant leadership variables with CR values of 0.921, AVE 0.627, Cronbach Alfa 0.900. For employee engagement variables with CR value 0.909, AVE 0.770, Cronbach Alfa 0.850, R square 0.431. In the variables job satisfaction value CR 0.903, AVE 0.756, Cronbach Alfa 0.839, R square 0.781. At turnover intention values CR 0.880, AVE 0.786, Cronbach Alpha 0.729, R square 0.615. Based on the results of the variables in this study, the reliability and validity of the model built is an appropriate construct. Based on figure 1. Full Model Structural Test, The structural model is analyzed with a Standardized Path corresponding to the model in the study to determine the relationship between the dependent variable and each latent variable. The greater the value of the coefficient, the greater the influence of the latent variable on the dependent variable.

3.3 Hypothesis testing

Based on Table 3. Hypothesis testing shows, there is a positive and significant relationship between servant leadership and Job satisfaction (p value = 0.000), H1 received. There is a positive and significant relationship between servant leadership and turnover intention (p value = 0.000), H2 is accepted. There is a positive and significant relationship between servant leadership and employee engagement (p value = 0.000), H3 received. There is a positive and significant relationship between employee engagement and job satisfaction (p value = 0.000), H4 received. There is a positive and significant relationship between employee engagement and turnover intention (p value = 0.000), H5 accepted.

3.4 Hypothesis Testing Mediation

In Table 4. Hypothesis Testing Mediation, shows that there is a positive and significant relationship between servant leadership and satisfaction au travail mediated engagement des employés (t.Statistic 6.676, SE 0.058, p value = 0.000), H6 accepted. The next test found that there was a negative and significant relationship between servant leadership and turnover intention mediated by engagement des employés (t.Statistic 3.419, SE 0.061, p value = 0.001), H7 accepted.

3.5 Discussion

This research shows that servant leadership has a significant relationship with job satisfaction and turnover intention with employee engagement as a mediator. Another research on that job satisfaction affects job satisfaction intrinsic and extrinsic (51). Employee job satisfaction can be defined as how employees can emotionally feel expectations and actual in their work environment (81). The research also found that a significant relationship between leadership behavior and job satisfaction (82). Employee satisfaction is one of the factors that determine effectiveness in an organization.

Research conducted by (54) suggests that servant leadership can reduce employees' intention to move or resign. Several studies explain that servant leadership has a negative relationship with influencing turnover intention (53,55). Research conducted on 121 pharmacy workers in Himachal Pradesh, India, found that servant leadership influences turnover intention (56). Employee engagement and turnover intention is a dedication for an employee to the organization. Employees do not think about looking for another job or moving because they already feel satisfaction at work. (84,74, 85).

A leader can encourage self-development of employees by involving employees in every action. Several studies show that there is a relationship between servant leadership and employee engagement (57). Servant leadership will affect the performance of employees. Good leadership will create a culture and policies that encourage employees to work and develop themselves. Employee involvement is also caused by self-association with job roles, which includes persistence in the workplace, strong involvement in work, and deepening in work activities (86).

4. CONCLUSION

The main objective of this study is to identify the influence of servant leadership on Job satisfaction and Turnover intention with Employee Engagement as a mediator. The results showed that servant leadership has a positive and significant relationship to job satisfaction and a negative and significant relationship to turnover intention. Servant leadership has a significant relationship to job satisfaction and turnover intention mediated by employee engagement. This study has limitations, first the study was conducted only on 1 type of health worker, namely nurses. Secondly, the number of samples used is still relatively small. The implication of research on public health services is that a leader should be able to apply servant leadership in health services. Further research suggests identifying the influence of servant leadership on other groups of health workers as a unit of analysis.

Variabel	Indikator	Item	SLF	Cronbach Alfa	AVE	CR	R square
Servant Leadership	Action	SL1	0.712	0.900	0.627	0.921	
	Empathy	SL2	0.744				
	Wisdom	SL3	0.860				
	Emotional Healing	SL4	0.888				
	Commitment to the growth of people	SL5	0.701				
	Altruistic Healing	SL6	0.792				
	Organizational Stewardship	SL7	0.824				
Employee Engagement	Vigor/Semangat	EE1	0.899	0.850	0.770	0.909	0.432
	Dedication	EE2	0.872				
	Absorption	EE3	0.860				
Job Satisfaction	Work it self	JS1	0.569	0.807	0.553	0.856	0.678
	Supervison	JS2	0.556				
	Co.workers	JS3	0.821				
	Promotion	JS4	0.851				
	Pay	JS5	0.855				
Turnover Intention	Thoughts of quitting	TI1	0.850	0.672	0.604	0.816	0.610
	Intention to Quit	TI2	0.875				
	Intention to search for another job	TI3	0.570				

Table 2. Measurement Model Results

Tabel 3. Structural Model Result

Hypothesis	Path	Original Sample	Sample mean (M)	Standard Deviation (STDEV)	T Statistic	P.Label	Conclusion
H1	SL→JS	0.293	0.291	0.061	4.787	0.000	Accepted
H2	SL→TI	0.549	0.547	0.069	7.985	0.000	Accepted
H3	SL→EE	0.657	0.659	0.054	12.218	0.000	Accepted
H4	EE→JS	0.601	0.601	0.065	9.229	0.000	Accepted
H5	EE→TI	0.302	0.307	0.078	3.853	0.000	Accepted

Note : SL = Servant Leadership, EE=Employee Engagement, JS = Job Satisfaction, TI = Turnover Intention,

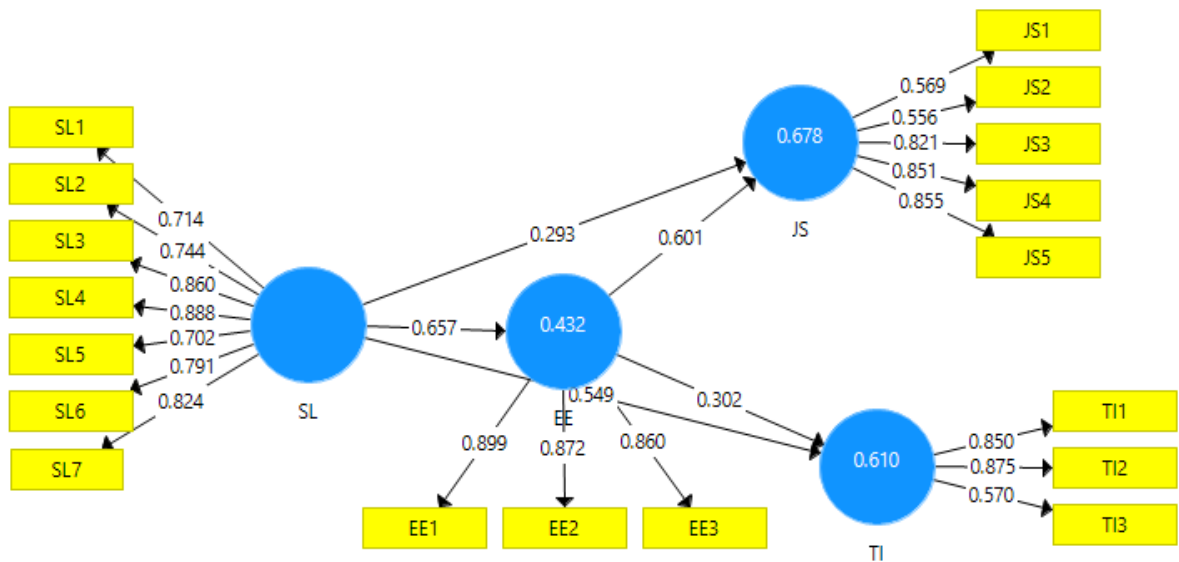


Fig.01 Full Model Stuctural Test

Table 4. Hypothesis Testing Mediation

Hypothesis	Path	Original Sampel	Sampel Mean (M)	Standard Deviation (STDEV)	T.Statistic	P. Label	Conclusion
H6	SI→EE→JS	0.395	0.390	0.059	6.701	0.000	Accepted
H7	SL→EE→TI	0.198	0.198	0.059	3.360	0.001	Accepted

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