

# THE IMPACT OF SERVANT LEADERSHIP ON JOB SATISFACTION AND TURNOVER INTENTION USING EMPLOYEE ENGAGEMENT AS A MEDIATING VARIABLE AT COMMUNITY HEALTH CARE CENTERS IN BENGKAYANG

## ABSTRACT

**Aims:** Leadership in health care centers is crucial and it has been facing challenges. Servant leadership is a type of leadership application in the health care sector. This study aims to determine the impact of servant leadership on job satisfaction and turnover intention using employee engagement as a mediating variable.

**Study Design:** Explanatory research

**Place and Duration of Study:** The study was conducted in April 2023 to May 2023 at community health care centers in Bengkayang. The authors began by identifying phenomena and problems, assessing object-related problems, developing a conceptual framework, conducting interviews, and distributing questionnaires.

**Methodology:** This study was done using a quantitative method. The data was collected through a questionnaire involving a total of 155 respondents using a targeted purposive sampling technique. The data was analyzed using SEM – PLS (Structural Equation Model - Partial Least Square).

**Result:** The servant leadership has a negative and significant impact on turnover intention and a positive and significant effect on job satisfaction. Meanwhile, the servant leadership also has a significant relationship with job satisfaction and turnover intention when mediated by employee engagement.

**Conclusion:** The servant leadership has a direct or indirect relationship with job satisfaction and turnover intention.

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

## 1. INTRODUCTION

Leadership is defined as the process by which an individual influences a group of individuals to achieve a common goal (1). It 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 crucial in the field of health to bring an organization forward with human resources and technology utilization (6). When the world faced the COVID-19 pandemic, which became a leadership challenge in the health sector (7-8), the leadership becomes increasingly important.

The United Nations (UN) adopted the Sustainable Development Goals (SDGs), also

known as the Global Goals, in 2015 as a global demand to guarantee that by 2030, people will live in peace and prosperity. In the third point, the SDGs are integrated with one goal: ensuring a healthy life and promoting well-being for all people of all ages. The National Development Planning Agency of Indonesia has set 38 SDG targets in the health sector that must be met. The targets are to reduce maternal and infant mortality; control HIV, TB, and malaria; and increase the access to reproductive health care. A source is necessary to accomplish predefined SDGs. Human health resources are qualified, competent and particular leadership styles that can be used and applied.

Health Human Resources consist of people working actively in the health sector, whether they have formal health education or not, for certain sort of health actions that require authority (9). One of the subsystems in the health management component is the health

human resources. The purpose of the National Health System is to ensure the highest degree of public health by organizing the health management by all components of Indonesia in an integrated and mutually supportive manner. The success of regional development, particularly in regencies and cities, is mainly determined by the quality of human resources and the active role of the community as actors in such development (10). Therefore, a leadership that can manage effective health human resource planning is required.

Health system service units - such as hospitals, health centers, clinics and other health facilities - are continually dealing with individuals who are failing both physically and psychologically. In performing duties in the health care, health professionals are faced with individuals who need assistance by taking a comprehensive approach through biopsychosociocultural. Each health professional is required to be able to quickly adapt to ever-changing conditions and deal with a variety of personalities. Servant leadership (SL) is needed to build organizational culture, improve the quality of service and safety of patients (11). The servant leadership is also considered capable of developing employees to become successful leaders in the health sector (12).

Further, the servant leadership is also a leadership style that is very suitable for use in hospitals, clinics, public health centers, and other health facilities (13-15) and was effectively applied during the COVID-19 pandemic (16). The application of servant leadership during the COVID-19 pandemic had successfully reduced boredom and provided psychological comfort to nurses on duty (17). The servant leadership believes that facilitating the growth, development and well-being of its members will help the organization accomplish its long-term goals (18). A good leadership can affect the job satisfaction of its members (19-20). The employees' job satisfaction is the most important micro level in supporting individual performance that will have an impact on the organizational performance (21). Another study of nurses in Jordan found that a good leadership had a positive relationship with nurse motivation (22). The servant leadership has been shown to lower 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, this present study aims to understand the impact of servant leadership (SL) on job satisfaction (JS) and turnover intention (IT) with employee engagement (EE) serving as a mediating variable.

## **2. MATERIALS AND METHOD**

### **Theoretical Theory**

#### **Servant Leadership**

Servant leadership is one of the leadership styles introduced by Robert Greenleaf in 1970 (27). This theory explains how a leader may impose his

will on his followers. There are 10 characteristics of servant leadership such as listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community (1,28)). Since 1970, the servant leadership has been popular. Many studies have found that the servant leadership has an impact on an organization. The servant leadership is quite effective in establishing health care practices (29-32).

#### **Employee Engagement**

Employee engagement is defined as an individual's attachment and satisfaction as well as enthusiasm to work (33-34). A research suggests that there is a significant relationship between Human Resource Management (HRM) and employee engagement. During the COVID-19 pandemic, the nurses experienced anxiety while dealing with diagnosed patients. Another study suggested that there is a correlation between the fear of COVID-19 and work engagement (35). A systematic framework may be used by the management in the development of HRM to encourage the employee engagement (36).

#### **Turnover Intention**

Turnover intention is described as an employee's intention to leave the organization to find a new and better job (37). It is considered the strongest predictor of actual turnover (38). When the employees leave a health care organization, it affects a hospital's ability to meet patient needs and quality of care (39). A research showed that increased employee job satisfaction (40-41), work engagement (42), decreased work stress and burnout (43-44) negatively affect the turnover intention. Leadership style is an essential factor that can have an impact on the turnover intention both positively and negatively (45). As a result, organizations are expected to implement certain leadership styles in order to reduce the employee turnover intention.

#### **Job Satisfaction**

Job satisfaction refers to a cognitive and emotional attitude (46). The employees can acquire 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). A leadership style has an impact on the employee job satisfaction.

## **Relationship Between Variables**

### **Servant Leadership on Job Satisfaction**

Job satisfaction is influenced by a leadership style (49-50). The servant leadership influences the job satisfaction both intrinsically and extrinsically (51). Another study, conducted on 283 nurses working in trauma center rooms, found that the servant leadership increased the nurses' job satisfaction (52). Therefore, the first hypothesis that can be proposed is as follows:

H1: Servant leadership has a positive and significant impact on job satisfaction.

### **Servant Leadership on Turnover Intention**

Servant leadership has a negative relationship with turnover intention (54-55). A research conducted by (56) on 121 pharmacy workers in a Himachal Pradesh company in India found that there was an influence of servant leadership on the turnover intention. As a result, the second hypothesis that can be proposed is as follows:

H2: Servant leadership has a negative and significant impact on job satisfaction.

### **Servant Leadership on Employee Engagement**

Mentoring is the key to leadership in the health profession service (5). A leader can encourage self-development of employees by involving them in all actions. Several studies showed that there was a relationship between the servant leadership and employee engagement (57). For this reason, the third hypothesis that can be proposed is as follows:

H3: Servant leadership has a positive and significant impact on employee engagement.

### **Employee Engagement on Job Satisfaction**

Several studies suggested that there was a relationship between the employee engagement and job satisfaction (59-61). According to the Social Learning Theory (62), the employees will have a higher level of employee engagement if their superiors encourage them. The employees are more likely to work well and have a good performance if the leaders involve them, therefore, the job

satisfaction can be achieved. The servant leadership will motivate their employees to participate in activities, develop new ideas, improve employee creativity and have fun at work (63). The employee engagement promotes positive energy and concentration in the workplace (64). Thus, the fourth hypothesis that can be proposed is as follows:

H4: Employee engagement has a positive and significant impact on job satisfaction.

### **Employee Engagement on Turnover Intention**

Turnover intention decreases the service quality due to changes in the human resources. A previous study showed that the employee engagement had a relationship with turnover intention (65). The employee work engagement negatively affects the turnover intention, regardless of age, gender, and organizational hierarchy (66). A significant relationship is found between the workplace-related enjoyment and turnover intention using work engagement as a mediating variable (67). Hence, the fifth hypothesis that can be proposed is as follows:

H5: Employee engagement has a negative and significant impact on turnover intention.

### **Servant Leadership on Job Satisfaction Using Employee Engagement as the Mediating Variable**

Leadership styles such as the servant leadership have been widely applied in health care settings. There was a relationship between the servant leadership and job satisfaction among private health professionals (19). Another study examined the impact of job motivation on employee performance using the employee engagement as a mediating variable (68). In addition, the employee engagement has also been used as a mediator in the relationship between job satisfaction and job performance management (69). Consequently, the sixth hypothesis that can be proposed is as follows:

H6: Servant leadership has a positive and significant effect on job satisfaction with the mediating role of employee engagement.

## Servant Leadership on Turnover Intention Using Employee Engagement as the Mediating Variable

A research conducted in Lagos, Nigeria suggested that the servant leadership might lower the turnover intention (70). Several studies included the employee engagement as a mediating variable (71-72). According to a study by (73), it was explained that there was a relationship between rough supervision and turnover intention. The employee engagement as a mediating variable was also found to be able to decrease the turnover intention with transformational leadership style (74). Accordingly, the seventh hypothesis that can be proposed is as follows:

H7: Servant leadership has a negative and significant impact on turnover intention with the mediating role of employee engagement.

### Methodology

#### Measurement

This study is an explanatory research and examines 4 variables, namely servant leadership, employee engagement, job satisfaction, and turnover intention. The servant leadership has 7 indicators, while the employee engagement has 3 indicators, and job satisfaction has 5 indicators. A reliability test was performed using Cronbach alpha on all variables, including the servant leadership, employee engagement, job satisfaction, and turnover intention with a value of 0.900, 0.850, 0.807, and 0.672, respectively.

**Sampling and Data Collection** This study employed a quantitative research method by distributing questionnaires to the nurses in 17 public health centers in Bengkayang Regency. This study involved a total of

155 respondents. The respondents completed the questionnaires measured by a five-point Likert scale, ranging from 1 to 5, with 1 being strongly disagree and 5 being strongly agree. A purposive sampling technique was employed in this study since there were several criteria for the respondents involved. The data was collected from April to May 2023.

#### Data Analysis

The Structured Equation Model (SEM) – Partial Least Square (PLS) was employed to evaluate research constructs, consisting of examining the construct reliability, discriminant validity,

convergent validity and individual item reliability (75-77). The goodness of fit indices were performed on the basis of the R<sup>2</sup> indicator.

The outer model (measurement model) was used for measurements to examine the validity and reliability. The value of composite reliability for all variables must be greater than 0.7 or higher (78), while for the reliability of individual variables must be greater than 0.7 or higher (79). Further, the loading factor value of the items must be 0.7 or higher. The reliability value of each construct must be greater than 0.7. In addition, Average Variance Extracted (AVE) was also used to evaluate convergent validity with a minimum required value of 0.5 (80). The SEM analysis referred to a structural model analysis examining the developed hypotheses to determine whether they were supported or not supported empirically. The t-value for each coefficient could be determined using the SEM analysis. The hypothesis would be considered supported empirically if its t-count  $\geq$  t-table (1.96), with a significant level of  $\alpha = 0.05$  (77).

## 3. RESULTS AND DISCUSSION

### Respondent Profile

The following Table 1 presents the respondent profile based on their age, gender, education, length of work, and employment status. Most of them are in the range of 31 – 40 years (75 respondents or 48.38%), female (108 respondents or 69.68%), have associate degree (Diploma 3) (127 respondents or 81.94%), have worked for  $\leq$  5 years (74 respondents or 47.74%), and have an employment status of civil servants (102 respondents or 65.81%).

**Table 1. Respondent Profile**

Profile	Category	N	%
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	155	100
Gender	Male	47	30.32
	Female	108	69.68
	Total	155	100
Education	D3	127	81.94
	D4 / S1 (Bachelor)	28	18.06
	Total	155	100
Length of Work	$\leq$ 5 years	74	47.74
	6 – 10 years	22	14.19
	11 – 15 years	34	21.94
	16 – 20 years	13	8.39
	> 21 years	12	7.74
Total	155	100	
Employment Status	Civil Servant	102	65.81
	Non-Civil Servant	53	34.19
	Total	155	100

## Measurement and Structural Model

Before measuring the structural model, the model was measured. The following Table 2 presents the results of model measurement. It is shown that the servant leadership has CR value of 0.921, AVE value of 0.627, and Cronbach's alpha of 0.900. The employee engagement has CR value of 0.909, AVE value of 0.770, Cronbach's alpha of 0.850, and R-square value of 0.431. The job satisfaction has CR value of 0.903, AVE value of 0.756, Cronbach's alpha of 0.839, and R-square value of 0.781. Meanwhile, the turnover intention has CR value of 0.880, AVE value of 0.786, Cronbach's alpha of 0.729, and R-square value of 0.615. The results show that the reliability and validity of the model developed has met the requirements. The following Figure 1 describes the Results of full model structural test. The structural model was analyzed with a standardized path to determine the relationship between the dependent variable and each latent variable. The greater the coefficient value of the coefficient, the greater the impact of the latent variable on the dependent variable.

**Table 2. Results of Model Measurement**

Variable	Indicator	Item	SLF	Cronbach's Alpha	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	EE1	0.899	0.850	0.770	0.909	0.432
	Dedication	EE2	0.872				
	Absorption	EE3	0.860				
Job Satisfaction	Work independently	JS1	0.569	0.807	0.553	0.856	0.678
	Supervision	JS2	0.556				
	Coworkers	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				

## Results of Hypothesis Testing

According to Table 3, H1, H2, H3, H4, and H5 are all supported empirically. These findings confirm that there is a positive and significant relationship between servant leadership and job satisfaction (H1) ( $\rho = 0.000$ ). Further, there is also a positive and significant relationship between servant leadership and turnover intention (H2) ( $\rho = 0.000$ ). In addition, there is also a positive and significant relationship between servant leadership and employee engagement (H3) ( $\rho = 0.000$ ). Furthermore, this study confirms that there is a positive and significant relationship between employee engagement and job satisfaction (H4) ( $\rho = 0.000$ ). Besides, there is a positive and significant relationship between employee

engagement and turnover intention (H5) ( $\rho = 0.000$ ).

## Results of Mediating Role Hypothesis

### Testing

The following Table 4 presents the results of hypotheses testing the mediating role of employee engagement. The findings confirm that H6 and H7 are all supported empirically. Therefore, this study confirms that there is a positive and significant relationship between servant leadership and job satisfaction using the employee engagement as the mediating variable (H6) (t-value = 6.676, SE = 0.058,  $\rho = 0.000$ ). In addition, this study also confirms that there is a negative and significant relationship between servant leadership and turnover intention using the employee engagement as the mediating variable (t-value = 3.419, SE = 0.061,  $\rho = 0.001$ ).

## Discussion

This research supports that the servant leadership has a significant relationship with job satisfaction and turnover intention using the employee engagement as the mediating variable. A previous study found that the job

satisfaction could be affected both intrinsically and extrinsically (51). The employee job satisfaction might be described as how the employees emotionally felt about their work environment based on their expectations and the reality (81). Another previous study also found that there was a significant relationship between leadership behavior and job satisfaction (82).

The employee satisfaction was one of the factors influencing the effectiveness in an organization. A research conducted by (54) suggested that the servant leadership could lower the employees' intention to move or resign. Several studies explained that the servant leadership had a negative influence on the turnover intention (53, 55). According to

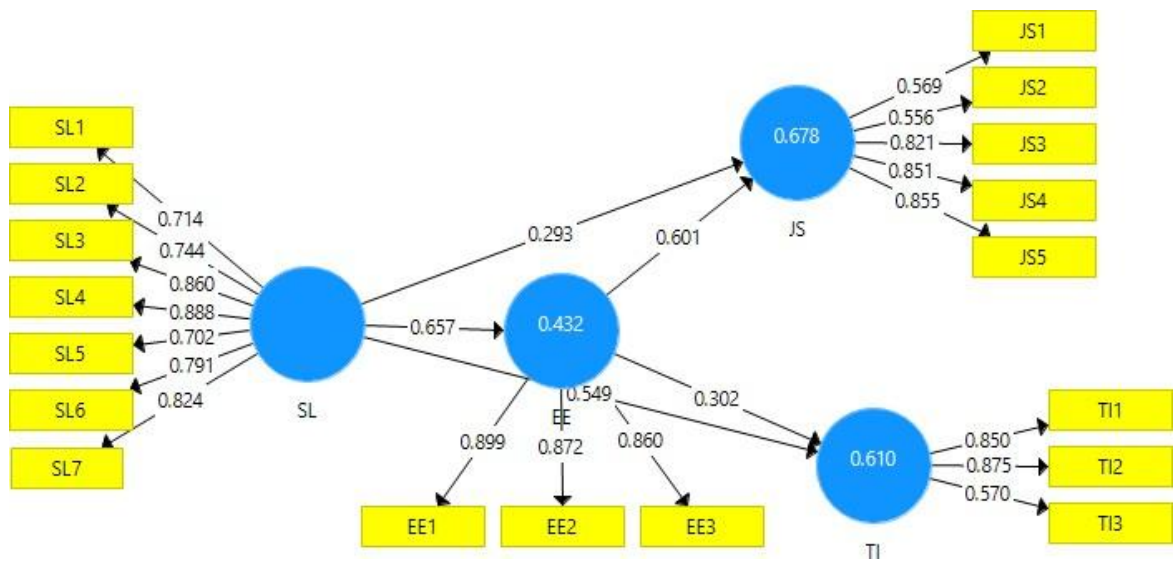
**Table 3. Results of Structural Model**

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

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

**Table 4. Results of Mediating Role Hypothesis Testing**

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



**Figure 1. Results of Full Model Structural Test**

study of 121 pharmacy workers in Himachal Pradesh, India, the servant leadership influenced the turnover intention (56). The employee engagement and turnover intention referred to the employees' commitment to the organization. The employees would not consider looking for another job or moving since they were already satisfied with their current job (84, 74, 85).

A leader might support the employee self-development by involving them in all actions. Several studies showed that there was a relationship between the servant leadership

and employee engagement (57). The servant leadership would influence the employees' performance. Good leadership would foster the culture and policies that encouraged the employees to work and develop themselves. The employee involvement was also influenced by self-association with job roles, which included the persistence in the workplace, strong involvement at work, and immersion in work activities (86).

**4. CONCLUSION**

The main purpose of this study is to determine the impact of servant leadership on job satisfaction and turnover intention

using employee engagement as the mediating variable. The results show that the servant leadership has a positive and significant impact on job satisfaction and a negative and significant impact on turnover intention. The servant leadership also has a significant impact on job satisfaction and turnover intention using the employee engagement as the mediating variable. On the other hand, this study has several limitations. First, this study only examined one type of health professionals, namely the nurses. Second, this study has a relatively small number of samples. Therefore, the results of this study could not be generalized. However, the results of this study imply that the leaders of public health services must be able to implement the servant leadership in their services. More studies should be done to identify the impact of the servant leadership on various categories of health professionals as a unit of analysis.

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