



Servant Leadership and Job Satisfaction and Organizational Commitment: Empirical Evidence from Surabaya Health Care Sector

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Abstract

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BACKGROUND: The concept of Servant Leadership has grown as a distinct management style with numerous applications in management research since its inception. The concept of Servant Leadership has evolved as a distinct management style with various applications in management research since its inception. It is likely one of the most successful styles for earnest management and for having a good attitude and concern for those around social organizations' well-being and quality of life. It is perhaps one of the most successful styles for earnest management and for having a good attitude and concern for the people around the well-being and quality of life of social organizations. Quality human resources are essential to high commitment and satisfaction at work. Satisfy human resources who are committed will take care of the interests of the organization. Because of the practical nature of the problem among in the organization (*Klinik Utama Usada Buana*), Surabaya personnel, this research is expected to be conducted as an analytic study with a cross-sectional design.

AIM: This study has been defined as a pilot study to evaluate the model and adopt it as a framework for future investigations for practical and theoretical considerations.

METHODS: Therefore, data were collected using simple random sampling and then analyzed and interpreted to test the model.

RESULTS: The findings demonstrate that servant leadership styles can help people become more committed to their jobs and feel more satisfied. This model's practical and theoretical aspects have been discussed in the relevant sections of this article.

CONCLUSION: Servant leadership has a positive impact on work commitment and is able to predict job satisfaction. Organizations need to adopt servant leadership to encourage commitment and job satisfaction in health care.

Introduction

Transactional, adaptive, transformational, and servant leadership models are just a few options available to health-care executives [1]. Health-care organizations may benefit from Servant Leadership because it emphasizes teamwork, builds trust, and puts patients' needs first [2]. When leaders serve their co-workers, they are demonstrating Servant Leadership. Leaders who serve as servants help others grow and prosper [3]. In today's highly competitive business environment, it is not common knowledge that leaders should "love" their subordinates, peers, and superiors. Nevertheless, the principle has been effectively applied to multiple significant corporations across the globe [4].

Significant empirical research shows that Servant Leadership is linked to a range of positive employee outcomes [5], [6]. First, it includes improving psychological well-being through reduced emotional exhaustion of subordinates [7]. Second, Servant

Leadership is a favorable work attitude that helps employees gain work satisfaction [8]. Third, servant leaders' commitment to more significant causes positively influence followers, producing decreased intention to leave and improved job performance [9].

Health-care facilities are expanding at a breakneck pace today, opening new opportunities for competitiveness in an increasingly open market. As a result, a company's success in attaining its objectives depends not only on what is produced but also on the quality of the human resources the company has on hand [10]. Human resources with a strong attitude, professionalism, and a high level of dedication to the organization are quality human resources [11]. When people commit, they work for the organization's benefit. Therefore, understanding and fostering organizational commitment are critical tasks [12]. When expectations, compliance, or satisfaction are not met, organizational commitment acts as a stabilizing force. Employees do not appear to be committed to the organization by default. According to Meyer &

Allen, work satisfaction is one of several elements that affect an organization's commitment. According to empirical research, organizational commitment and work satisfaction are statistically significant predictors of employee turnover and the intention to turn over employees [12], [13], [14], [15], [16], [17], [18], [19], [20].

Klinik Utama Usada Buana is a health-care facility in Surabaya that provides a variety of services. Based on the survey conducted at the clinic in the previous year, it has been determined that turnover employees by 37.21%. It was compared to the optimum benchmark of 10–15% as the normal range of job switching. Results indicate a high turnover rate among clinic staff members in Klinik as reported. Employee engagement in the organization has a direct relationship with turnover. Employees committed to the organization and satisfied with their jobs create healthy working conditions [21]. Servant leadership serves to gain job satisfaction and commitment at work due to their positive psychology [22]. Based on the description above and associated problems of high turnover of employees at Klinik, this research has been designed with a Servant leadership style. Based on theoretical and empirical studies, this study aims to analyze the effect of Servant Leadership on employee job satisfaction and organizational commitment at Klinik Utama Usada Buana. This study has been defined as a pilot study to evaluate the model and adopt it as a framework for future investigations for practical and theoretical considerations.

Literature Review

Human resource management is receiving more attention in various healthcare systems throughout the world. This argument is particularly valid in developing countries' human resource management concerns [23], [24]. As research is growing, and response to these concerns in developing countries are now increasing. Researchers are questing to construct health professional training programs comparable to those found in affluent countries [25]. By thoroughly evaluating studies, it was discovered that the scope of sustainable practices in health care has expanded. Therefore, it is pertinent to include healthcare-related challenges in sustainability, which were previously unknown [26]. The aim of this study was aligned with global literature. The following part will discuss the problem resulting in an increased demand for research to find appropriate healthcare models.

Servant leadership

Servant leadership is a leading concept in which the leader's purpose is to serve others' needs

first [27], [28]. It is also known as servant management. The concept is popular in management research due to its profound influence [29]. A typical leadership style, in which a leader's primary concern is the success of their firm or organization, is not appropriate in this situation [30]. A Servant leader who shares power prioritizes the needs of his or her staff and assists them in developing and performing at their highest levels [31]. Rather than having the people work to serve their leaders, leaders exist to serve their followers. This style is a demand of 21st-century organizations [32]. When leaders adjust their perspective and put service first, they benefit their employees to get professional success. On the other hand, the organization expands due to the workers' rising commitment and engagement, which benefits both the attracting and retaining staff [33], [34].

Larry Spears's ten traits of the Servant Leader were a significant addition to the original concept of Robert Green Leaf [35]. Spears, like other leadership scholars, thought that Servant Leaders should possess the following ten characteristics: Empathy, listening, healing, awareness, persuasion, conceptualization, foresight, stewardship, dedication to the growth of others, and the ability to establish community [36], [37].

Sendjaya and Sarros (2002) [38] brought the application of Servant Leadership under discussion and spoke. Servant leadership impacts individuals who want to leave the company because turnover is connected chiefly with "the quality of the worker-supervisor relationship" when seen practically. While companies strive for a thriving culture at work to have better engagement, productivity, and quality of life, commitment is a significant factor in how successfully the organization operates. According to research, servant management style is the most crucial influence in lowering turnover [39], [40].

Abbas *et al.* [39] noted that employees' positive experiences and contentment in the workplace could be seen with the profound influence of leadership that operates in the organization. Servant leadership as the core of organizations was stated to be able to achieve the transfer of positive experiences at work. Servant leadership reduces emotional tiredness, which increases satisfaction and happiness [4]. Therefore, it is the primary cause of reducing employee burnout since servant Leadership reduces the feeling of being "depleted of inner resources" [39]. As a result, when emotional tiredness is reduced, it contributes to the development of healthier partnerships at work for productivity [41].

Based on the findings of the above literature research, it has been determined that Servant leadership is a popular leadership style due to its strong positive appeal. According to researchers, Servant leadership successfully fosters a favorable workplace culture that increases commitment and satisfaction at work.

Organizational commitment

As in every relationship, commitment is essential to the success of a business venture [42], [43], [44], [45]. Employees dedicated to their jobs and organizations are more likely to be content and successful [46], [47]. A company's representatives are dedicated to their work and do so both inside and outside the office [48]. Employees are less likely to look for a new job or fall prey to recruiters targeting passive applicants and more likely to focus on career growth and advancement [49], [50], [51], [52]. Employees dedicated to their jobs are a valuable asset to any firm [19]. They are helpful and more efficient than personnel who are not entirely dedicated due to any reason [53]. It is important to note that employees resistant to the internal environment would be less likely to be committed to work [54]. Resistance to management behavior or conflict at work may also lead to switching current jobs or finding another one [55]. Therefore, it is vital to building an organizational culture where employees feel safe and productive [56].

The motivation to stay in a relationship with the boss and peers at work represents job commitment [57], [58]. Bashaw *et al.* (1994) [51] noted that individuals stick around any relationships when their fulfillment is understandable. An employee who stays in one that has recently been unfulfilling has multiple reasons like change in behavior, less productive environment, or other cultural issues at work. When things get tough, people may choose to continue with something because they have put much effort into it [59]. Absenteeism, turnover intention, and low productivity at work are a few examples [51], [53]. Because employee options are limited workplace relationships, they build a social relationship at work. If employees have quality relations at work, they would like to become an essential part of the organization; hence, employees cannot simply be dismissed [60]. According to the previous research, job commitment is a necessary component of working in an organization. Employees who show a lack of commitment to the organization are more likely to leave, which would cause hurdles, so organizational commitment must be valued highly.

Job satisfaction

Much research has been done on the relationship between job satisfaction and organizational constructs in contemporary firms [61], [62], [63], [64], [65], [66]. Occupational satisfaction, job performance, and compliance are related to unfavorable organizational challenges that hinder organization excellence [67], [68], [69], [70]. It has been a widely studied topic in the health care industry [71], [72], [64], [73], [74], [75]. Employees' attitudes on job-related activities are referred to as their level of job satisfaction in the context of its description [76]. Position satisfaction is crucial from

sustaining employees' relationships, productivity, and happiness within the business or current job, amongst other considerations [77]. In modern firms, high levels of job satisfaction are associated with increased organizational productivity, lower staff turnover, and lower levels of job stress [78]. Therefore, an organization must have high levels of job satisfaction in order to maintain a positive work environment and productivity [77], [76]. Developing organizations' systematic management and leadership techniques is essential for increasing the high levels of job satisfaction experienced by their personnel. When employees are happy in their jobs, they are more likely to put up their best effort to achieve higher levels of job performance [77].

Drawing attention to the relationship between normative and affective commitment and job satisfaction is essential. Because while both are positively related to satisfaction and turnover intention, the repercussions of these relationships are similar and share the same psychological state [79], [80], [81], [82]. Allen and Meyer (1990) [82] indicated that it appears that there are three standard dimensions to some commitment concepts. First, attachment or affection for the organization is known as affective commitment. Second, the perception of loss when leaving the organization is known as instrumental commitment. Third, the obligation to remain in the organization or remain in it was named normative commitment [12], [83]. All commitment types are psychological states of mind that humans experience. They vary according to the circumstances in which they occur. According to Oliveira *et al.* (2007) [84], this dimension is a strategy that provides individuals with a more intrinsic incentive to participate. It signifies that they continue to work for the company to meet their needs if satisfied [85].

The above literature review, therefore, determines that job satisfaction is essential for organizational commitment. Happy employees are productive, and this is because they put in the extra effort. In addition, job satisfaction leads to increased job commitment due to the shared psychological state of the employees.

The problem statement

Klinik Utama Usada Buana is a health-care facility in Surabaya that provides a variety of services. Based on the survey conducted at the clinic in the previous year, it has been determined that turnover employees by 37.21%. It was compared to the optimum benchmark of 10–15% as the normal range of job switching. Results indicate a high turnover rate among clinic staff members in Klinik as reported. Job satisfaction significantly impacts the productivity and efficiency of Human Resources in the Health Care Industry [86]. Employee engagement in the organization has a direct relationship with turnover. Employees committed to the organization and satisfied with their jobs create

healthy working conditions [21]. Job satisfaction is a parameter that influences employee organizational commitment and the implications on the quality of service provided [87]. Following this, job satisfaction is the most crucial factor influencing organizational commitment [88]. Servant leadership serves to gain job satisfaction and commitment at work due to their positive psychology [22].

Based on the description above and associated problems of high turnover of employees at Klinik Utama Usada Buana, this research has been designed with a Servant leadership style. Based on theoretical and empirical studies, this study aims to analyze the effect of Servant Leadership on employee job satisfaction and organizational commitment at Klinik Utama Usada Buana. This study has been defined as a pilot study to evaluate the model and adopt it as a framework for future investigations for practical and theoretical considerations (Figure 1).

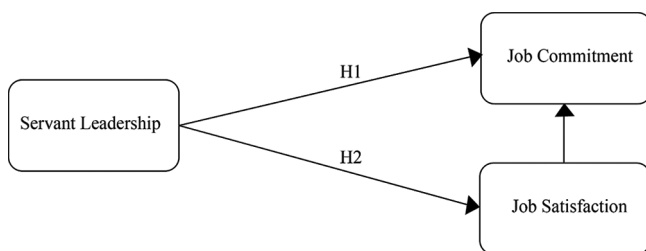


Figure 1: Hypothetical model

Hypothesis 1: Servant leadership positively affects job commitment.

Hypothesis 2: Servant leadership positively affects job satisfaction.

Methods

This investigation is an analytical investigation with a cross-sectional design. The research was carried out at the Klinik Utama Usada Buana, which is located in Surabaya. The participants in this study were all employees who worked at Klinik Utama Usada Buana, which had up to 30 employees in the pilot study. One hundred employees who matched the inclusion criteria were invited to fill the questionnaire. Criteria of volunteering being willing to reply to surveys, not being on leave, and not delivering services or assignments were selected for final analysis. It was decided to use simple random selection in this study to build a sample of one hundred employees to pilot the framework for this investigation.

The research instrument determined data collection is a questionnaire. Two independent variables in this study were named job satisfaction and job commitment. These variables were measured using the Minnesota Satisfaction Questionnaire

(MSQ) [89], [90], consisting of intrinsic and extrinsic satisfaction. While the other variable, job commitment, was measured using the Organizational Commitment Questionnaire (OCQ) [91], [92], which consists of the affective, continuum, and normative commitments. The independent variable questionnaire was adopted from the Servant leadership literature review [33], [39], [34], [93], [94], [95]. Respondents were provided informed consent for this study before data collection. Data processing and data analysis with statistical tests were performed to determine the validity of the construct. The application of simple linear regression determined the hypotheses of the theoretical framework that follows.

Study design

Cross-sectional design was chosen to help answer the purpose of this study. The study was conducted in one of the main clinics in Surabaya. This study used a simple random sampling technique to build a sample of one hundred employees to pilot the framework of this study. One hundred employees who meet the criteria will be invited to fill out a questionnaire. Inclusion criteria in this study are employees who are willing to be respondents, employees who are not on duty or provide services, and employees who are not on leave. The variables in this study consist of independent variables, namely, servant leadership, and dependent variables, namely, job satisfaction and organizational commitment.

Questionnaire

The instrument in this study used a questionnaire to collect the data of each variable. The servant leadership questionnaire was adapted from a review of the servant leadership literature [33], [34], [39], [93], [94], [95] consisting of nine indicators. Furthermore, the job satisfaction questionnaire used the Minnesota Satisfaction Questionnaire (MSQ) [89], [90] consisting of intrinsic and extrinsic satisfaction. While the organizational commitment variables, this study used the Organizational Commitment Questionnaire (OCQ) [91], [92] which consists of the affective, continuum, and normative commitments. The questionnaire has been prepared by a pilot study to test the validity and reliability of the questionnaire using 30 respondents. Questionnaires that have been valid and reliable were further distributed to responded research. Previously, the researcher first explained the study (PSP) to the respondent then if the respondent already knows the explanation; the study provided an informed consent sheet as a form of consent to be the respondent.

Statistical methods

Statistical analysis is done using SPSS

software. The first statistical analysis was conducted to determine the construct validity and determine the hypothesis of the influence of servant leadership, job satisfaction, and organizational commitment using a simple linear regression test to assess the value of p ($=p < 0.05$) and prevalence ratio ($PR > 1$) at 95%CI.

Results and Discussion

The respondents of this study consist of 100 employees at the Klinik Utama Usada Buana. Table 1 describes the characteristic of the sample of the study. Twenty-five respondents who participated in this study were below 25 years of age. Respondents between 26 and 35 years old were 40, while 35 respondents had an age range above 36 years. Female respondents dominated the sample, representing 70% of respondents, while 30% who participated in this study were male. This overwhelming female participation is no wonder to refer that future of Indonesia is falling into the hands of female [96]. As far as the educational background of respondents is concerned, 50% of employees held associate degrees or bachelor's degrees. In contrast, the rest of the respondents had different levels of education. It is worth mentioning that 32 doctors participated in this study, while laboratory, administration, and pharmacy staff were 25, 28, and 15, respectively, according to data obtained from respondents.

Table 1: Demographic profile of the respondents

Variables	Range	Frequency (n)
Age	25 and below	25
	26 to 35	40
	36 and above	35
Gender	Male	30
	Female	70
Academic background	Associates Degree	25
	Bachelor's degree	35
	Other	50
Job position	Administrative	25
	Doctor	32
	Laboratory	28
	Pharmacy	15
Total		100

Reliability and Validity

This study conducted reliability and validity to evaluate the data's quality and the implied measurements [97]. First, reliability was conducted to measure if the data were reliable and replicable for the present study. Furthermore, this test was conducted to determine whether the measurements were consistent with the objective of the research. Reliability was assessed with the Cronbach alpha value above 0.7 [98] and Composite reliability exceeding 0.7 [99]. Table 2 shows that Cronbach alpha and composite reliability

of servant leadership ($\alpha = 0.939$; C.R = 0.983), job commitment ($\alpha = 0.823$; C.R = 0.935), and job satisfaction ($\alpha = 0.908$; C.R = 0.899) exceed the threshold criteria 0.7 [99], [98]. Thus, the reliability test indicated that all variables were reliable and replicable for this study. Second, the convergent validity was assessed with average variance extraction (AVE) using the criteria proposed by Fornell and Larcker (1981), which suggested that AVE should exceed threshold criteria 0.5. This test proceeded to validate the appropriateness and accuracy of the data [100]. Thus, Table 3 shows that AVE ranged from 0.642 to 0.867 indicated that each variable meets the criteria.

Table 2: Partial correlation

	Job Commitment	Job Satisfaction	Servant Leadership
Job Commitment	1		
Job Satisfaction	0.587***	1	
Servant Leadership	0.620***	0.729***	1

Controlling for "Gender". *** $p < 0.001$.

Table 3: Scale reliability statistics of the construct

Construct	Mean	SD	Cronbach's α	AVE	CR
Servant leadership	4.64	1.570	0.939	0.867	0.983
Job commitment	2.72	0.504	0.823	0.642	0.935
Job satisfaction	2.34	0.750	0.908	0.749	0.899

The discriminate validity was assessed by measuring the correlation value between each variable. This research considered this test to ensure if each construct is empirically different from one latent variable to another [101], [102]. According to Rönkkö and Cho (2020) [103], the correlation value between constructs should not exceed 0.8. Table 2 shows partial correlation coefficients, which are to describe the link between two variables. Partial correlation is used to remove the influence of other factors or numerous additional variables. By controlling for the effect of the gender variable, the partial correlation was used to determine the strength of the association between servant leadership, job satisfaction, and satisfaction. The table below supports the claim that servant leadership, job satisfaction, and job commitment have a greater appeal in the gender of this study's respondents.

The scale reliability statistic of the loading (Table 4) indicated the Cronbach alpha of each

Table 4: Scale reliability statistics of the loading

Construct	Indicator	SD	Cronbach's α
Servant Leadership	SL1	1.87	0.937
	SL2	2.12	0.941
	SL3	1.48	0.930
	SL4	1.82	0.928
	SL5	1.66	0.932
	SL6	1.73	0.937
	SL7	2.19	0.921
	SL8	2.16	0.927
	SL9	2.08	0.929
Job Commitment	OC1	0.651	0.824
	OC2	0.819	0.791
	OC3	0.898	0.769
	OC4	0.711	0.793
	OC5	0.531	0.809
	OC6	0.64	0.809
	OC7	0.922	0.825
	OC8	0.776	0.790
Job Satisfaction	JS1	0.847	0.839
	JS2	0.774	0.922
	JS3	0.828	0.832

indicator. The result shows that all factors meet the Cronbach alpha value acceptable criteria proposed ranged from 0.790 to 0.937 [104]. Table 4 concluded that each indicator was the appropriate measure of the constructs.

Table 4 indices explain the reliability of the construct, which is an essential factor for empirical testing. Servant leadership questionnaire was constituted having 09 questions. Cronbach alpha if item dropped has been presented in below table, which indicates the internal consistency of construct servant leadership >0.70 maintained for each question.

Job commitment scale had eight questions presented in the following table through the fulfillment of fundament >0.70 or above internal consistency for each item. The job satisfaction questionnaire was formulated with three specific questions indicating an appropriate internal consistency required to meet the threshold criteria [98]. This criteria are popular in psychological research and have been validating the questionnaire's internal consistency for decades [105].

In addition to internal consistency, Exploratory Factor Analysis (EFA) was also conducted to determine the underlying dimensions of Servant leadership, job commitment, and job satisfaction. Table 5 shows the result of the factor analysis through principal component analysis and varimax rotation. This work followed the criteria proposed by Bernstein and Eveland (1982) [106]. They suggested that factors with eigenvalues exceeding one should be deleted. The result indicates uniqueness indices of each factor calculated at Eigenvalues 1 [106].

Table 5: Exploratory factor analysis of the model

Variable	Variable code	Eigen value 1	Uniqueness
Servant leadership	SL1	0.982	0.036
	SL2	0.898	0.193
	SL3	0.892	0.205
	SL4	0.777	0.396
	SL5	0.759	0.424
	SL6	0.753	0.433
	SL7	0.743	0.448
	SL8	0.721	0.481
	SL9	0.595	0.646
Commitment	OC1	0.964	0.005
	OC2	0.764	0.480
	OC3	0.742	0.397
	OC4	0.723	0.433
	OC5	0.988	0.005
	OC6	0.652	0.582
	OC7	0.606	0.626
	OC8	0.595	0.620
Satisfaction	JS1	0.931	0.133
	JS2	0.919	0.155
	JS3	0.779	0.394

Testing the fit of the model

Exploratory Factor Analysis (EFA) was conducted to recognize the contributing design structure (Table 6). Bartlett's Test of Sphericity was used to determine whether or not the data was appropriate. The Bartlett's Test of Sphericity value of Servant leadership ($\chi^2 = 289$; $p < 0.001$), Job commitment subjective ($\chi^2 = 131$; $p < 0.001$), and Job satisfaction $\chi^2 = 58.1$;

Table 6: Model Fit for EFA

Factor statistics	SS loadings	Variance %	Cumulative %	Bartlett's test of sphericity	
Factor (s)				χ^2	p
Servant leadership	5.74	63.8	63.8	289	***
Job commitment subjective	4.85	60.7	60.7	131	***
Job satisfaction	2.32	77.3	77.3	58.1	***

***p < 0.001.

Table 7: Regression analysis

	R	R 2	Adj. R 2	F Change	df1	df2	Sig.	DW
Model 1	0.624 ^a	0.389	0.367	17.836	1	99	0.000	1.997
p < 0.05	a. Predictors: (Constant), servant leadership b. Dependent variable: Job commitment							
	R	R 2	Adj. R 2	F Change	df1	df2	Sig.	DW
Model 2	0.731 ^a	0.535	0.518	32.225	1	99	0.000	1.458
p < 0.05	a. Predictors: (Constant), servant leadership b. Dependent variable: Job satisfaction							

DW: Durbin-Watson.

$p < 0.001$), demonstrated that the condition of EFA was fulfilled [107].

Table 7 demonstrated the regression analysis result of two model; Model 1 ($R^2 = 0.389$; Adj. $R^2 = 0.367$; $p < 0.001$; Durbin Watson = 1.997) tested the hypothesis 1, and the model 2 $R^2 = 0.535$; Adj. $R^2 = 0.518$; $p < 0.001$; Durbin Watson = 1.458) tested the hypothesis 2.

First, hypothesis 1 examined the relationship between Servant leadership and job commitment. The statistical analysis reveals that servant leadership was associated with an increased job commitment. In contrast, approximately 39% of the variance of job satisfaction is explained by Servant leadership with a regressed model. The results of this study show that Servant leadership has a strong positive impact on job commitment. This study empirically confirms that servant leadership plays a critical role in encouraging employees to commit to their job. This finding supported the previous findings by [36], [37], who argued that Servant leadership could help promote growth and establish commitment among individuals. Knowing how critical Servant leadership is for both organizational and individual growth among each other within the organization. Apart from the several benefits from Servant leadership such as increased satisfaction and happiness [4], induced positive experience for employees, reducing employee burnout [39], and emotional tiredness [41]. The organization should also make the best use of Servant leadership to promote commitment among individuals toward their job to increase its performance and avoid turnover.

Second. Hypothesis 2 investigated the relationship between Servant leadership and job satisfaction. The statistical result indicated that 53% of the variance of job satisfaction is explained by Servant leadership. The result confirmed that job satisfaction was predicted by Servant leadership. This link was found to be significant and positive. Similar to a prior study [22], [108], this work found that Servant leadership decisively affects job satisfaction. Since job satisfaction is essential for the organization and

employees. It contributes to the success and growth organization, quality of service provided, and the employees' performance and interaction in the task, employees, leaders, and the organizations' goal. This study highlighted that leadership style could enrich employees' satisfaction with their job. The organization should adopt Servant leadership if content and satisfied employees are required at health-care jobs.

Result

Validity and reliability

This study conducted reliability and validity to evaluate the quality of data and implied measurements [97]. First, reliability is done to measure whether the data is reliable and can be replicated for this study. In addition, this test is carried out to determine whether the measurement is for the study. Reliability was rated with Cronbach alpha values above 0.7 [98] and composite reliability exceeding 0.7 [99]. Table 1 shows that Cronbach alpha and the reliability of the composite servant leadership (Omegle. = 0.939; CR= 0.983), work commitment (Ivanovich.= 0.823; CR = 0.935), and job satisfaction (Ivanovich.= 0.908; CR= 0.899) exceeds the threshold criterion of 0.7 (Fornell and Larcker, 1981; Taber, 2018). Thus, the reliability test shows that all variables are reliable and can be replicated for this study. Second, convergent validity is assessed by the extraction of mean-variance (AVE) using the criteria proposed by Fornell and Larcker (1981) [99], who suggested that ave should exceed the threshold criterion of 0.5. This test was continued to validate the feasibility and accuracy of the data [100]. Thus, Table 8 shows that Ave ranges from 0.642 to 0.867 indicating that each variable meets the criteria.

Table 8: Scale reliability statistics of the construct

Construct	Mean	SD	Cronbach's α	AVE	CR
Servant leadership	4.64	1.570	0.939	0.867	0.983
Job commitment	2.72	0.504	0.823	0.642	0.935
Job satisfaction	2.34	0.750	0.908	0.749	0.899

The discriminate validity was assessed by measuring the correlation value between each variable. This research considered this test to ensure if each construct is empirically different from one latent variable to another [101], [102]. According to Rönkkö and Cho (2020) [103], the correlation value between constructs should not exceed 0.8. Table 9 shows partial correlation coefficients, which are to describe the link between two variables. Partial correlation is used to remove the influence of other factors or numerous additional variables. By controlling for the effect of the Gender variable, the partial correlation was used to determine the strength of the association between servant leadership, job satisfaction, and satisfaction. The table below supports the claim that servant leadership, job satisfaction, and job commitment have a greater appeal in the gender of this study's respondents.

Table 9: Partial correlation

	Job commitment	Job satisfaction	Servant leadership
Job Commitment	1		
Job Satisfaction	0.587***	1	
Servant Leadership	0.620***	0.729***	1

Controlling for "Gender". ***p < 0.001.

Description of the frequency characteristics of respondents

Respondents in this study were 100 employees. Table 7 describes the characteristics of the research sample. Twenty-five respondents who participated in the study were under the age of 25. Respondents between the ages of 26 and 35 were 40, while 35 respondents had an age range above 36 years. Female respondents dominated the sample, representing 70% of respondents, while 30% who participated in the study were men. With this extraordinary participation of women, it is not surprising to mention that the future of Indonesia falls into the hands of women (Abbas, Eliyana, *et al.*, 2020). Judging from the educational background of respondents, 50% of employees have an associate or Bachelor's degree. In contrast, other respondents had different levels of education.

Table 10: Characteristics of the research sample

Variable	Category	Frequency (n)	Percentage (%)
Age	≤ 25 years	25	25.0
	26–35 years	40	40.0
	≥ 36 years	35	35.0
Gender	Male	30	30.0
	Female	70	70.0
Education	Associate degree	25	25.0
	Bachelor	35	35.0
	Etc.	50	50.0

Table 11 demonstrated the regression analysis result of two model; Model 1 ($R^2 = 0.389$; Adj. $R^2 = 0.367$; $p < 0.001$; Durbin Watson = 1.997) tested the hypothesis 1, and the model 2 $R^2 = 0.535$; Adj. $R^2 = 0.518$; $p < 0.001$; Durbin Watson = 1.458) tested the hypothesis 2.

Table 11: Regression Analysis

	R	R ²	Adj. R ²	F Change	df1	df2	Sig.	DW
Model 1	0.624 ^a	0.389	0.367	17.836	1	99	0.000	1.997
p < 0.05								
a. Predictors: (Constant), Servant Leadership								
b. Dependent Variable: Job Commitment								
	R	R ²	Adj. R ²	F Change	df1	df2	Sig.	DW
Model 2	0.731 ^a	0.535	0.518	32.225	1	99	0.000	1.458
p < 0.05								
a. Predictors: (Constant), Servant Leadership								
b. Dependent Variable: Job Satisfaction								

DW (Durbin-Watson)

Discussion

This study has two hypotheses, hypothesis 1, examines the influence of servant leadership on organizational commitment. Statistical analysis shows that serving leadership is associated with increased organizational commitment. In contrast, about 39% variance in job satisfaction was explained by servant leadership with a regression model. The results of this study show that Servant leadership has a strong positive impact on organizational commitment. The

study empirically confirms that servant leadership plays an important role in encouraging employees to commit to their work. These findings support previous findings by Greenleaf *et al.* [36], Spears [37], who argue that servant leadership can help drive growth and build commitment among individuals. Know how important servant leadership is to the growth of organizations and individuals among each other in the organization. Apart from some servant leadership benefits such as increased satisfaction and happiness [4], [39], providing positive experience for employees, reducing employee fatigue (Abbas *et al.* (2020), emotional exhaustion [41]. Organizations should also utilize serving leadership to promote commitment among individuals toward their work to improve its performance and avoid turnover.

Second. Hypothesis 2 investigated the relationship between Servant leadership and job satisfaction. The statistical result indicated that 53 percent of the variance of job satisfaction is explained by Servant leadership. The result confirmed that job satisfaction was predicted by Servant leadership. This link was found to be significant and positive. Similar to a prior study [22], [108], this work found that Servant leadership decisively affects job satisfaction. Since job satisfaction is essential for the organization and employees. It contributes to the success and growth organization, quality of service provided, and the employees' performance and interaction in the task, employees, leaders, and the organizations' goal. This study highlighted that leadership style could enrich employees' satisfaction with their job. The organization should adopt Servant leadership if content and satisfied employees are required at health-care jobs.

Conclusion

Eliyana and Ma'arif (2019) [109] discovered that leadership is the most concerning phenomenon of organizational research to create commitment and satisfaction. While from individual psychology, it is possible to consider organizational commitment to be a subset of work satisfaction. Both are concerned with the attitude of employees towards the organization as a whole rather than a particular job [110]. Leadership is the most concerning phenomenon in managing diversity and human resource development from a strategic perspective [111], [112], [113]. In light of the research topic and the research's motivation, servant leadership training has been identified as the essential aspect for this particular organization. Other industries in the region experiencing the same issues may want to push Servant leadership training programs to install the teachings of Servant leadership among their staff. In Indonesian organizational contexts, this method would assist organizations in overcoming their tendencies to turnover and increasing employee contentment. The

findings of this survey can be duplicated for use by other organizations as well. However, the conclusions of this study would not be generalizable because it was limited in its demographic scope.

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