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The Influence of Service Leadership Style and Workload on Employee Job Satisfaction at the PEMI Indonesia Foundation with Work Motivation as an Intervening Variable

Ahmad Fajrin
e-mail: ahmadfajrin2@gmail.com
Assyifa Midwifery Academy Tangerang, Indonesia

Abstract

The purpose of this research was to analyze the influence and the relations among four variables which are Leader serving style, workload, working motivation and work satisfactions as elements of variable which are used as variables mediation between free variable with bound variable. This research was conducted at Yayasan PEMI Indonesia using method correlational with quantitative methods. Technic nonprobable sampling was used to collect data of 104 respondents during Sample collecting process. Data obtained distributing questionnaires then analyzed using multiple linear regression and hypothesis testing using SPSS IBM version 22. Result showed that hypothesis was proved as seen as positive and significant correlation among three free variables to bounded variables. Meanwhile on correlation among Serving Leader style, work satisfaction and work motivation those could not be used as variable mediation, which meant work motivation could not be used as variable intervening.

Keywords: Serving Leader Style, Workload, Satisfactions Of Staff, Staff Working Motivations.

Introduction

The employee's hope at work is to get job satisfaction. However, the job satisfaction felt by each employee varies depending on each employee's point of view. Each individual has a different level of satisfaction.

The PEMI Indonesia Foundation is a foundation that operates in the field of education, has several schools under its care, including Benteng Betawi Middle School, Bhakti Mulya Vocational School, Banten Health Vocational School, and Tangerang 1 High School. Based on data from Civil Service, the employee discipline level in December 2023 is 73% However, the level of

employee discipline in complying with working hours is not supported by the implementation of tasks that are the employee's responsibility. To increase competency, employees are involved in Bimtek, Workshops, Workshops, etc.

Changes and Inaugurations of School Leadership Structural Officials often occur at the Indonesian PEMI Foundation. The placement of structural officials as leaders in work units is sometimes not in line with the expectations of the staff due to the influence of their leadership style.

The distribution of tasks given by the leadership to each employee is felt to be unequal, which causes the workload

received by each employee to be unequal. Job demands are increasingly high, but are not supported by the quantity or quality of human resources and adequate infrastructure, making the employee's workload increasingly large, which results in the employee's workload increasing. The Indonesian PEMI Foundation also gives awards to outstanding employees but the indicators are not yet clear, causing employee dissatisfaction.

Based on the problems above, the problem was formulated that not all employees at the PEMI Indonesia Foundation had job satisfaction. The questions in this research are: (1) Does the servant leadership style influence employee job satisfaction at the PEMI Indonesia Foundation? (2) Does workload affect employee job satisfaction at the PEMI Indonesia Foundation? (3) Does the servant leadership style influence employee work motivation at the PEMI Indonesia Foundation? (4) Does workload affect employee work motivation at the PEMI Indonesia Foundation? (5) Does work motivation influence employee job satisfaction at the PEMI Indonesia Foundation? (6) Does the servant leadership style influence employee job satisfaction at the PEMI Indonesia Foundation with work motivation as an intervening variable? (7) Does workload influence employee job satisfaction at the PEMI Indonesia Foundation with work motivation as an intervening variable?

Based on the problem background and research problem formulation above, the objectives of this research are (1) Analyze the influence of the service leadership style on employee job satisfaction at the PEMI Indonesia Foundation. (2) Analyzing the effect of workload on employee job satisfaction at the PEMI Indonesia Foundation. (3) Analyze the influence of the servant

leadership style on employee work motivation at the PEMI Indonesia Foundation. (4) Analyzing the effect of workload on employee work motivation at the PEMI Indonesia Foundation. (5) Analyzing the influence of work motivation on employee job satisfaction at the PEMI Indonesia Foundation. (6) Analyze the influence of the service leadership style on employee job satisfaction at the PEMI Indonesia Foundation with work motivation as an intervening variable. (7) Analyzing the effect of workload on employee job satisfaction at the PEMI Indonesia Foundation with Job Satisfaction.

Method

1. Research Design

This research design uses an explanatory research design method. This research was carried out at the PEMI Indonesia Foundation. The subjects in this research were employees of the PEMI Indonesia Foundation. The sampling method was carried out using the Nonprobability Sampling method with a saturated sampling technique, thus all employees would be used as research subjects, totaling 104 employees. The data collection technique was carried out using a questionnaire.

2. Data Analysis Techniques

Validity test

Validity Test is used to measure the legitimacy or validity of a questionnaire. Significance testing was carried out using an r table at a significance level of 0.05 with a 2-sided test. The r value obtained is carried out using the r table, if the calculated r value < the r table value, then the statement item is declared invalid. If r count > r table value, then the statement item is declared valid.

Reliability Test

A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over

time. The criterion is that the instrument has an adequate level of reliability if the coefficient value obtained is >0.8 for an instrument that uses a Likert scale in accordance with general modeling for item reliability taking into account the middle value of reliability that can be considered, namely the minimum limit for the feasibility of the instrument is 0.6 taking into account assuming a 50% error factor and a limit of 0.9 if the instrument is used for prediction.

Test Requirements Analysis

Linear regression and correlation analysis can be called a good model if the analysis model meets the BLUE Criteria (Best Linear Unbiased Estimate). BLUE can be achieved if it meets classical assumptions. Because this research data is not a time series and does not test variance, the assumption test analysis used is:

Normality test

This test is to determine whether a model is normally distributed or not by looking at the residual histogram whether it is bell-shaped or not using the skewness ratio and kurtosis ratio.

Linearity Test

The linearity test used is the lack of fit test. To see whether the relationship between the independent variables (servant leadership style and workload) and the dependent variable (job satisfaction) is linear or not, it is determined based on significant values. If the significant value is greater than the % confidence level then the 2 variables being compared have a linear relationship with the dependent variable.

Multicollinearity Test

The correlation test determines whether a model has symptoms of multicollinearity. To determine whether the relationship between 2 independent variables has a multicollinearity problem, you need to take into account the VIF (Variance Inflation Factor) value and the

Tolerance value.

Hypothesis testing

This test is carried out to test the quality of the data so that the validity of the data is known and to avoid biased estimates. The data that has been collected is then analyzed using the SPSS program.

t test

The t test aims to determine the effect of servant leadership style, workload on employee job satisfaction and individual work motivation and prove the first, second, third and fourth hypotheses. The test results use a significance level of 5% (0.05), so the basis for drawing conclusions is if $t\text{-count} > t\text{-table}$, then H_a is accepted and if $t\text{-count} \leq t\text{-table}$ then H_a is rejected.

F test

This F test is used to determine whether variable accepted and if $Ft\text{-count} \leq t\text{-table}$ then H_a is rejected.

Partial Correlation Test

This Partial Correlation Test is to measure the level of relationship between variables on a scale of 0 to 1. As a guide and key to describing the level of correlation is as follows: 1) 0.8-1.00: very strong, 2) 0.6-0.8: strong enough, 3) 0.4-0.6: somewhat strong, 4) 0.2-0.4: weak, 5) 0.0-0.2: no correlation.

Multiple Linear Regression Test

Multiple linear regression analysis is a linear relationship between two or more independent variables (X_1 , X_2) and the dependent variable (Y). Multiple linear regression is useful for knowing how much influence the independent variable has on the dependent variable and can also predict the value of the dependent variable if all the independent variables' values are known. The coefficient of determination value is between zero and one.

Sobel Test

The Sobel test is carried out to test the indirect effect of variable X on Y

through Z, where Z is an intervening variable. The indirect influence of X to Y through Z is calculated by multiplying the path. From the results of this multiplication, the coefficient ab is $(c-c')$, where c is the influence of X on Y without controlling Z, and c' is the influence of X on Y after controlling Z. The Sobel test is used to test the significance of intervening variables. A variable is called an intervening variable if the Z Sobel value is greater than 1.98.

Path Analysis

Path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another variable. Path analysis is used using correlation, regression and paths so that it can be seen to arrive at the intervening variable.

Results

Respondent Profile

Table 1 Profile of Respondents Based on Gender

No	Gender	Amount	Percentage
1	Man	61	59%
2	Woman	43	41%
Total		104	100%

Source: Primary data processed (2022)

From the figures explained in the table above, there are more employees in North Magelang District who are men than women.

Table 2 Profile of Respondents Based on Education Level

No	Education	Amount	Percentage
1.	Senior High School	16	15%
2.	3-year diploma	25	24%
3.	Bachelor	37	36%
4.	Masters	26	25%
Total		104	100%

Source: Primary data processed (2022)

Result in the table above shows that the majority of respondents have a bachelor's degree, namely 36%, while the lowest is

high school at 16%.

Table 3 Profile of Respondents Based on Length of Work

No	Length of work	Amount	Percentage
1.	1–5 Years	55	53%
2.	5-10 Years	9	9%
3.	>10 Years	40	38%
Total		104	100%

Source: Primary data processed (2022)

Result in table above shows that the length of time employees have worked is between 1 and 5 years, which is 53%. This shows that the working period of the majority of employees in North Magelang District is less than 5 years.

Validity Test Results

The results of the validity test revealed the magnitude of the correlation coefficient of all the questions consisting of 10 questions for the servant leadership style variable (X1), 7 questions for the workload variable (X2), 12 questions for the work motivation variable (Z) and 9 questions. The question for the job satisfaction variable has valid status, because the value of r_{count} (Corrected Item-Total Correlation) $>$ r_{table} is 0.349.

Reliability Test Results

The results of the reliability test show that all variables in this study can be said to be reliable because the Cronbach alpha coefficient is greater than 0.8. For this reason, it can be concluded that the question items can be used as instruments for further research.

Classic Assumption Test Results

The regression model in this research can be used for significant and representative estimation if the regression model does not deviate from the basic assumptions of classical regression in the form of normality, linearity and multicollinearity.

Normality test

Normality Test Normality testing in this study was carried out using the One-Sample Kolmogorov-Smirnov Test with a significance level of 5% or more than 0.05. If P (probability) > 0.05 the data is normally distributed. The normality test results show that the significance value of Asymp.Sig (2 tailed) is 0.200, indicating that the significance value is greater than 0.05. This means that the equation for the regression model in this study can be concluded that the data is normally distributed.

Linearity Test Results

The linearity test in this research used the Lack of Fit Test. This test is to see the linearity of the dependent variable. Based on the results of the linearity test, the Deviation From Linearity Sig is 0.113 which is greater than 0.05, so it is concluded that there is a significant linear relationship between the variables

X_1 , X_2 , Z and Y .

Multicollinearity Test

This test is to determine whether the model has symptoms of multicollinearity, where a good model shows that there is no linear relationship in each variable studied. Based on the multicollinearity test, it is known that the tolerance value obtained is greater than 0.1 and the VIF value is less than 10.00, so it can be concluded that there are no symptoms of multicollinearity in the regression model.

Hypothesis testing

To test the hypothesis, the data is analyzed according to analytical needs, namely regression and correlation analysis and Sobel analysis. The following are the results of statistical analysis to test the hypothesis.

Hypothesis Testing 1, 2, and 5 t test

Table 4 Regression Analysis (X_1 , X_2 , $Z \rightarrow Y$)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.433	2.730		.159	.046
Total Gaya Kepemimpinan	.301	.047	.411	6.397	.000
Total Beban Kerja	.064	.091	.045	.704	.048
Total motivasi Kerja	.450	.060	.523	7.515	.000

Source: Primary data processed (2022)

The table above explains that the influence of the two independent variables, namely X_1 and This value is below the significance level of 0.05. So based on the results of the t-test, it shows that each variable shows a significant

regression relationship for each independent variable on the dependent variable (Y).

F test

Table 5 Multiple Regression Anova Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1270.629	3	423.543	74.099	.000 ^b
Residual	571.592	100	5.716		
Total	1842.221	103			

The Anova test table for multiple regression (X1, tails). The regression model obtained uses beta coefficient. The regression model obtained can compare the influence of the variables leadership

style (X1), workload (X2) and work motivation (Z) on the dependent variable, namely the variable job satisfaction (Y).

Coefficient of Determination Test (R²)

Table 6 Results of Coefficient of Determination Calculation (X1, X2, Z → Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.690	.680	2.39080

Source: Primary data processed (2022)

Results in the table above can be seen that the Determination Coefficient (R²) value is 0.69, indicating the ability of the independent variable to explain the variations that occur in the dependent

variable is 69% and the remaining 31% is explained by other variables outside the equation.

Hypothesis Testing 3 and 4 T test

Table 7 Multiple Regression Analysis (X1, X2 against Z as Intervening Variable)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.985	4.031		5.206	.000
	Total Gaya Kepemimpinan	.309	.072	.362	4.286	.000
	Total Beban Kerja	.612	.139	.373	4.410	.000

Source: Primary data processed (2022)

The table above explains that the significance for the servant leadership style variable and the workload variable has a significance value of 0.000 and below 0.05. These results indicate that

variables X1 and X2 each show significance in the regression model.

F test

Table 8 ANOVA Analysis for Regression X1, X2 Serving Against Z as an Intervening Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	897.102	2	448.551	28.381	.000 ^b
	Residual	1596.282	101	15.805		
	Total	2493.385	103			

Source: Primary data processed (2022)

Based on the results of the Anova analysis test above, the F test shows a significance value of 0.000 where the value is below 0.05 and it is concluded

that this regression model is significant for models X1 and X2 with respect to Z.

Coefficient of Determination Test (R²)

Table 9 Calculation Results of the Determination Coefficient for (R2) for the regression of X1 and X2 against Z

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 ^a	.360	.347	3.97552

Source: Primary data processed (2022)

The Summary model table above shows the coefficient of determination (R2) of $0.36 \times 100\% = 36\%$. These results show that variables X1 and X2 contributes to variable Z by 36%, showing the ability of the independent variable to explain variations that occur in the intervening variable by 36% and the remaining 64% is explained by other variables outside the equation.

Testing Hypotheses 6 and 7

X1 → Y, with Z as the Intervening Variable

The Z value resulting from the Sobel formula is 0.0366. If the Z value is greater than 1.98, it is significant, and if it is less, it is not significant. Based on the calculation results, the calculated Z value = 0.0366, so it can be concluded that the Z value is smaller than 1.98, so it is concluded that it is not significant. This calculation proves that the work motivation variable is unable to mediate the relationship between the influence of servant leadership style on job satisfaction.

Analysis using SPSS was used to determine the role of the influence of the mediating variable, namely work motivation. It is known that the direct influence of the servant leadership style on job satisfaction is 0.411, while the indirect influence of the servant leadership style through work motivation on job satisfaction is the product of the beta of the servant leadership style on job satisfaction and the beta value of work motivation on job satisfaction, namely = $0.362 \times 0.523 = 0.1893$.

The total influence that the servant

leadership style has on job satisfaction is the direct influence plus the indirect influence, namely: $0.411 + 0.1893 = 0.6003$. Based on the calculation results above, it is known that the direct value is 0.411 and the indirect value is 0.1893. This means that the value of the indirect influence is smaller than the direct influence.

X2 → Y, with Z as the Intervening Variable

The Z value resulting from the Sobel formula is 2.5604. If the Z value is greater than 1.98, it is significant, and if it is less, it is not significant. Based on the calculation results, it was concluded that the calculated Z value was 2.5604, which was greater than 1.98, so it was concluded that it was significant. This calculation proves that the work motivation variable is able to mediate the relationship between the influence of workload on job satisfaction.

Analysis using SPSS was used to determine the role of the influence of the mediating variable, namely work motivation. It is known that the direct influence that workload has on job satisfaction is directly equal to (the Constant (B) value is 0.045, while the indirect influence of workload through work motivation on job satisfaction is the product of the beta (B) of workload on job satisfaction with the beta value of motivation work on job satisfaction, namely $0.373 \times 0.523 = 0.1950$. The total influence that workload has on job satisfaction is the direct influence plus the indirect influence, namely: $0.045 + 0.1950 = 0.24$. Based on the calculation

results above, it is known that the direct value is 0.045 and the indirect value is 0.1950. This means that the value of the indirect influence is greater than the direct influence.

Discussion

Based on the results of the analysis, it shows that: (1) there is a positive and significant influence between the service leadership style on employee job satisfaction. This research is also supported by the results of previous research that Servant Leadership has a significant influence on job satisfaction of State Civil Apparatus (ASN) at the Kerinci Regency Education Service (Mikel, 2021), (2) there is a positive and significant influence between workload on employee job satisfaction. The results of this research support previous research conducted by Tamping (2021), resulting in an analysis that workload has a significant effect on employee job satisfaction, (3) there is a positive and significant influence between the service leadership style on employee work motivation. The results of this research also support previous research which resulted in research that there is a positive and significant influence of servant leadership on work motivation at the Education Service Office (Dumatubun, 2021), (4) there is a positive and significant influence of workload on employee work motivation. The results of this research also support the results of previous research by Triananda, Hendriani, & Machasin (2021) which shows that job characteristics and workload influence employee motivation and performance.

Then job characteristics and workload influence performance through employee motivation. And motivation influences the performance of BPJS Health Pekanbaru Branch employees, (5) there is a positive and significant

influence between work motivation and employee job satisfaction. The results of this research also support previous research that motivation directly has a significant influence on employee job satisfaction (Rivaldo, 2020) as well as research by Yanoto (2018) that work motivation has a significant influence on employee job satisfaction. Work motivation plays an important role in realizing employee satisfaction, (6) the direct influence is greater than the indirect influence. From the results of path analysis and based on the opinion of Riduwan and Kuncoro (2014), it is stated that work motivation cannot be a mediating variable between servant leadership style and employee job satisfaction at the PEMI Indonesia Foundation. The servant leadership style variable has a more direct influence on the job satisfaction variable rather than being mediated by the work motivation variable.

Based on Heir's theory above, it is concluded that the sixth hypothesis test has a partial mediation relationship. This is shown by the relationship between servant leadership style and the work motivation variable (mediating variable) and the mediating variable has a significant relationship with job satisfaction, including a direct relationship between leadership style and job satisfaction. The results of this research are different from the results of research by Anggraeni (2021) entitled *The Influence of Leadership and Work Discipline on Job Satisfaction through Work Motivation as an Intervening Variable at PT. Albasia Sejahtera Mandiri Temanggung City*. The results of this research are that leadership can have an indirect effect on job satisfaction through work motivation. The results of the path analysis in this research can be proven that the regression coefficient value of leadership on job satisfaction is

0.213, while the value of the leadership coefficient on job satisfaction through work motivation as an intervening variable is 0.337, which means that work motivation is able to mediate or intervene. (7) The research results show that the effect is direct smaller than the indirect effect. Based on the results of path analysis and the opinions of Riduwan and Kuncoro (2014), it can be concluded that work motivation can be an intervening variable between workload and employee job satisfaction. This means that work motivation can be a mediating variable between workload and employee job satisfaction at the PEMI Indonesia Foundation.

Based on Heir's theory (2006), it was concluded that the seventh hypothesis test had a partial mediation relationship. The results of this research support the research results of Wulandari (2021), which resulted in research that there is a significant influence of workload on job satisfaction of PT employees. Telkom Yogyakarta and work motivation have a significance value of 0.015 below 0.05, meaning that there is a significant influence of work motivation on the job satisfaction of PT Telkom Yogyakarta employees.

Conclusion

- 1.The servant leadership style has a positive and significant effect on employee job satisfaction at the PEMI Indonesia Foundation,
- 2.Workload has a positive and significant effect on employee job satisfaction at the PEMI Indonesia Foundation,
- 3.The servant leadership style has a positive and significant effect on employee work motivation at the PEMI Indonesia Foundation,
- 4.Workload has a positive and significant effect on employee work motivation at the PEMI Indonesia Foundation,
- 5.Work motivation has a positive and significant effect on employee job satisfaction at the PEMI Indonesia Foundation,
- 6.The servant leadership style does not have a positive and significant effect on employee job satisfaction at the PEMI Indonesia Foundation through work motivation as an intervening variable,
- 7.Workload has a positive and significant effect on employee job satisfaction at the PEMI Indonesia Foundation through work motivation as an intervening variable.

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