



# The Role of Job Demands in Moderating the Relationship between Servant Leadership and Job Satisfaction

A Study on Civil Apparatus in Five Major Cities in Indonesia

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## Abstract

This research aims to reveal the effect of job demands in moderating the relationship between servant leadership and civil apparatus' job satisfaction. This study involved 200 respondents who spread across Jakarta, Makassar, Medan, Semarang, and Surabaya, using convenience sampling technique. The data of this research were obtained through online surveys. The multiple linear regression analysis was used to test the moderating variable according to the statistical rules. To process the data analysis, we used IBM SPSS 23. The results showed that servant leadership had a positive effect on civil apparatus' job satisfaction. However, job demands do not moderate the relationship between servant leadership and job satisfaction.

**Keywords:** servant leadership, job demands, job satisfaction, moderation, civil apparatus.

## INTRODUCTION

Human resources have an important role in an organization. Without human resources, the organization's technology advantages cannot be utilized optimally. Human resources as an internal factor plays an important role in the organization's success or failure to achieve its goals,

so that organizations need to optimize good human resource management. This means that the organization must be able to unify the employees' and the leaders' perceptions or perspectives to achieve organizational goals.

The satisfaction of followers with their leaders in an organization is very

important for the successful achievement of organizational goals (Scarpello, V., and Vandenberg, 1987). The satisfaction depends on several factors, including the good relationship between the leaders and the followers (Graen, G., & Cashman, 1975). According to Eden & Leviatan (1975) this is closely related to leadership style applied in the organization. Moreover, it is the part of the implicit explanation of the leadership theories about the presence of trusts and assumptions of subordinates about the characteristics of good and effective leaders (Eden & Leviatan, 1975). Logically and naturally, subordinates will show their satisfactions with the leaders who is considered good and effective (Yukl, 2010) showed that subordinates assess the goodness and effectiveness of the leaders based on their performances, intentions, and actions (Yukl, 2010).

Leaders who make service as their main goals, who showed their dedication unconditionally, who seem to really care about their subordinates, and who strived to empower their subordinates will achieve a great appreciation in the organization (Yukl, 2010). This type of leaders in the leadership literatures is called servant leadership (Greenleaf, 1977). However, a question arises: will

the effect of servant leadership on subordinates' satisfaction with the leader remain the same when the work received by subordinates is considered to be demanding?

Servant leadership is a leadership approach that is holistic and involves subordinates/followers in various dimensions (for example: relational, ethical, emotional, and spiritual), so that they feel empowered to grow and develop according to their capabilities. This leadership concept seeks to develop followers based on the leader's altruistic and ethical orientation (Greenleaf, 1977).

When the welfare and growth of subordinates/followers are prioritized, then they are more actively and effectively involved in the work. Self-serving leaders see them as stewards of the organization (Van Dierendonck & Nuijten, 2011), seeking to grow the resources, financial and otherwise, that have been entrusted to them.

Furthermore, Van Dierendonck & Nuijten (2011) states that under leadership that is serving the subordinates/followers feel comfortable and try to improve their performance even though the workload/demands increase. This will ultimately affect organizational behavior positively and significantly (Sendjaya, 2015).

The starting point of this research is a concept which stated that when employees feel that their leaders showed integrity and attention, they tend to show their trust, love, and satisfaction with their leaders (Yukl, 2010). However, some situational aspects of the job may potentially moderate the followers' satisfaction, in the sense that they feel satisfied or not when those aspects of job are involved (Ivancevich et al., 2008). The employees' satisfaction with the leaders can decrease due to the presence of job stress (Panatika et al., 2011).

This also happens in civil apparatus' organizations, which are the institutions those are always associated with the top-down command line structure. In this case, the exchange relationship between superiors and subordinates is very visible, so that the organizational behavior of both positions becomes clear. Several studies in Indonesia have shown how the relationship between superiors and subordinates in the governmental environment is strongly influenced by various factors, such as organizational justice (Budiyanti et al., 2018; Hendrian and Patiro, 2020), transformational leadership (Djibran & Patiro, 2019; Hendrian and Patiro, 2020; Patiro et al., 2020), motivation (Budiyanti et

al., 2018; Hendrian and Patiro, 2020), trust (Djibran & Patiro, 2019; Hendrian and Patiro, 2020; Patiro et al., 2020), job satisfaction (Budiyanti et al., 2018), and positive emotions (Hendrian and Patiro, 2020).

Disharmonious relationships between subordinates and superiors in civil servant organizations will cause tensions that occur on both parties which can cause resistance of subordinates to their superiors (Djibran & Patiro, 2019). This statement is confirmed by research conducted by Suriastini et al. (2020) which states that levels of anxiety and depression based on demographic, geographic, social and economic conditions are correlated with employee status and changes in income during the COVID-19 pandemic.

The results of a survey conducted by SurveyMETER in 2020, showed that respondents who lived in the five provinces with the highest number of COVID-19 cases before the survey (i.e. DKI Jakarta, West Java, Central Java, East Java and South Sulawesi), experienced higher levels of anxiety, compared to other provinces (Suriastini et al., 2020). Furthermore, according to the survey, respondents who experienced the highest level of anxiety were experienced by 49.8% of

workers with 15% being civil servants (Suriastini et al., 2020).

Based on the online initial interview with 100 civil apparatus from five big cities in Indonesia (Jakarta, Makassar, Surabaya, Medan, and Semarang), it can be inferred that there are several factors that cause the low organizational citizenship behavior, such as crisis of trust in leaders, decreased job satisfaction, a very high workload, boredom at work, and personal problems. The most dominant factor based on the interview is trust issue among the employees to the leaders (38%), followed by decreasing job satisfaction (27%), high workload (20%), boredom at work (8%), and the least dominant factor is personal problems (7%).

In general, among 100 respondents who were interviewed earlier, 43% said they wanted a servant leader, 37% said they wanted an adaptive leader, and 20% said they wanted a transformational leader. According to 43% of these respondents, leaders who are serving will encourage the improvement of the performance of their subordinates/employees. In accordance with what was stated by Sendjaya (2015) and Schwarz et al. (2016) that serving leadership in public/government organizations will

support the stability of the performance of employees in the long term.

Related to the phenomena in this study, there are three basic theories used, namely: (a) Servant Leadership proposed by Greenleaf (1977), (b) Followers' satisfaction with leaders proposed by Scarpello, V., & Vandenberg (1987) and Yukl (2010), and (c) Job Demands proposed by Karasek (1979). The main gap raised in this study is basically related to the theory of servant leadership. There is some debate regarding this theory as suggested by Northouse (2016). He claims that servant leadership tends to be seen as imaginary or strange. In addition, being a servant leader means following, and following is seen as the opposite of leading (Northouse, 2016) Furthermore, although servant leadership incorporates influence efforts, the mechanisms by which influence functions as part of serving leadership are not fully explained in this approach (Northouse, 2016).

Therefore, some researchers such as Hale & Fields (2007), Van Dierendonck & Nuijten (2011), Parris & Peachey, 2012) (2012), and Bambale (2014) stated that efforts are needed to reveal the true rule of servant leadership on the organizational citizenship behavior. Furthermore, those researchers

showed that so far, the conceptualization of servant leadership is not very clear, so that the consequences caused by this style of leadership are still remained questionable.

Based on Yukl (2010) and Northouse (2016), an effective and efficient leaders' behavior can influence subordinates' job satisfaction. Nevertheless, one of the factors that can affect the strength of this relationship is job demands. Thus, as stated by Ivancevich et al. (2008), Yukl (2010), and Panatika et al. (2011), there is a need for the efforts to show the role of servant leadership in influencing job satisfaction which is moderated by job demands, so that the effect of the moderating variable can be clearly visible on the strength of the association between servant leadership with job satisfaction. So that it can be inferred that the main purpose of this study is to reveal the role of job demands in the relationship between servant leadership and job satisfaction.

## **LITERATURE REVIEW AND HYPOTHESIS FORMULATION**

### **Servant Leadership**

Servant leadership was first proposed by Robert K. Greenleaf in 1970. The characteristics of serving

leadership behavior grow from individual values and beliefs. Personal values such as fairness and integrity are independent variables that drive the behavior of serving leaders. Northouse (2016) and Hale & Fields (2007) argue that serving leaders can influence productivity in real situations of an organization.

Servant leadership that is oriented towards serving, knowledge-based, participatory, process, ethical and social responsibility aspects can alleviate scandals or conflicts within the organization. Several experts have suggested the meaning of Servant Leadership, including Greenleaf (1977), Hendrian and Patiro (2020), and Spears (2010) defining:

“...the servant leader is a servant first.... It begins with the natural feeling that one wants to serve, to serve first. Then the conscious choice brings one to aspire to lead.... the difference manifests itself in the care taken by the servant – first to make sure that other people's highest priority needs are being served”.

Servant leadership is a leadership style which very concerned about the growth and dynamics of the life of followers, themselves and their communities. Servant leadership started from a natural feeling of wanting to serve. Therefore, they give priority to serving over the achievement of personal ambition and passion.

Spears (2010) suggests that servant leaders are leaders who prioritize the others' needs, aspirations, and interests over their own. Servant leaders have a commitment to serve others. Graham (1991) suggests that servant leadership is a management style in terms of leading and serving in harmony, and there is interaction with the environment.

Liden et al. (2008) also mentioned three outcomes of servant leadership, including follower performance and growth, organizational performance, and societal impact. Servant leadership can improve employee's performance, by recognizing employee's contributions and helping them to believe in their potential, and give a pleasant impression. Also, it is said that servant leadership can improve organizational performance.

Servant leadership encourages open thinking and provides opportunities for self-development; thus, it will improve performance and support organizational effectiveness. Beside that, servant leadership has a societal impact, which means it has a positive influence on society. Being open-minded, caring, thinking long-term and wise in making decisions will build the trust of society.

## **Job Demands**

Job demands are defined as working very fast and very hard, and not having enough time to get work done (Karasek, 1979). Job demands refer to the physical, psychological, social or organizational aspects of a job that require particular physical and/or psychological effort or ability, for example high work pressure, unsupportive physical working conditions, and emotional interactions with stakeholders.

Job demands are defined as something that trigger psychological fatigue, for example working for long hours, too much workload and limited time given to complete the job, and conflicts with job demands must be resolved (Demerouti & Bakker, 2011). Job demands are physical, social and organizational elements in job activities that affect the psychological health of employees (Demerouti & Bakker, 2011).

Job demands are factors that are related to a person's job and can be stressful if the speed of the task is felt to be excessive, which can increase anxiety and stress (Demerouti & Bakker, 2011). Job demands are factors related to performance, work stressors, workload, stress due to unpredictable tasks and work stress due to personal conflicts, as well as work intensity,

time pressure, concentration, and social pressure (Karasek, 1979).

### **Job Satisfaction**

Every working people expects satisfaction from their workplace. Basically, job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the individual values. The more aspects of work that are in accordance with the individual's expectaton, the higher the level of perceived satisfaction.

According to Judge et al. (2011) job satisfaction is the effectiveness of an emotional response to various aspects of work. Judge et al. (2011) describe job satisfaction as an employee's feeling associated with having fun or not working. According to Bono and Judge (2001) job satisfaction is a person's general attitude towards his job which shows the difference between the number of awards he receives and the amount believed to be received.

Job satisfaction is an affective or emotional response to various aspects of a person's job, thus job satisfaction is not a single concept (Bowling et al., 2006). A person can be relatively satisfied with one aspect of a job and dissatisfied with one or more other aspects. Job satisfaction is a positive attitude of a worker toward his job,

which arises based on an assessment of the work situation (Bowling et al., 2006). The assessment can be carried out on one of the jobs as a sense of appreciation in achieving one of the important values in the work. Satisfied employees tend to love their jobs than those dissatisfied employees.

Feelings related to job satisfaction and dissatisfaction tend to reflect the worker's assessment of current and past work experiences rather than expectations for the future. So, it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs.

Work values are the goals to be achieved in doing work tasks. The goals to be achieved are work values that are considered important by individuals. Furthermore, work values must be able to help fulfill the basic needs. Thus, it can be concluded that job satisfaction is the result of workforce related to work motivation.

Overall job satisfaction for an individual is the sum of job satisfaction (from each aspect of the job) multiplied by the degree of importance of that aspect of the job for the individual (Brief and Roberson, 1989). An individual feeling about satisfaction or dissatisfaction with his job is something that is personal.

In other words, satisfaction depends on how individual perceives whether there is a conformity or contradiction between something he expects and something he gets. Thus, it can be concluded that the notion of job satisfaction is a positive attitude of workers including feelings and behavior towards their work through an assessment of one job as a sense of appreciation in achieving one of the important values of the job.

The concept of serving leadership was put forward about four decades ago by Greenleaf (1977) who suggested that the main responsibility of leaders is to serve their followers (Yukl, 2010). Servant leadership, as defined by Greenleaf (1977) is more than just a management technique. This concept is a lifestyle that is embedded and is based on the natural feeling that leaders do not only want to be served but want to serve first (Parris & Peachey, 2012)

As stated by Parris & Peachey (2012), many leadership theorists consider the life and teachings of Prophet Isa as the prime example of servant leadership. Leadership theories are generally defined and assessed based solely on what leaders do, whereas servant leadership requires consistency between the leaders' characters and actions, and their full commitment to serving.

The goal of a serving leader is to help the followers become healthier, wiser, more willing to accept their responsibilities (Yukl, 2010) and to motivate these followers to work according to their capacity (Bowling et al., 2006). To achieve such a goal depends on two equally important steps. First, serving leaders strive to develop one-on-one relationships with followers through good and effective communication. In this first step, the leader must be willing to listen to followers to determine their needs, aspirations, and potential (Yukl, 2010). The second step consists of using the information gathered in the first step to better serve followers (Bambale, 2014). There are several behaviors shown by servant leaders in relation to their subordinates, namely: (a) integrity, (b) altruism, (c) humility, (d) empathy and recovery, (e) personal growth, (f) justice and equality, and (g) empowerment (Yukl, 2010)

Servant leadership has the potential to increase organizational commitment (Yukl, 2010). Research also shows that servant leadership increases follower's trust, loyalty and satisfaction with the leader (Yukl, 2010). Among the factors that followers use to measure the effectiveness of their leader lies in determining the leader's intention (Yukl, 2010).



Thus, followers are more satisfied and tend to value their leaders who are considered to show concern about their needs and well-being, which is a major aspect of servant leadership (Yukl, 2010). Based on this description, the first hypothesis in this study is:

H<sub>1</sub>: Servant leadership in the government organization positively influence job satisfaction.

According to Panatika et al. (2011), job demands refer to physical, psychological, social, or organizational aspects of work that require constant physical and/or psychological effort or skills from employees to complete tasks. Although job demands are not always negative, to meet these demands or expectations, employees may need to make extraordinary efforts that can turn into bustle and stress. Job demands have the potential to affect employee welfare (Pاناتika et al., 2011). Researchers have used the stressor-strain concept perspective as a theoretical basis for explaining the negative effects of job demands on employee welfare and attitudes (Pاناتika et al., 2011).

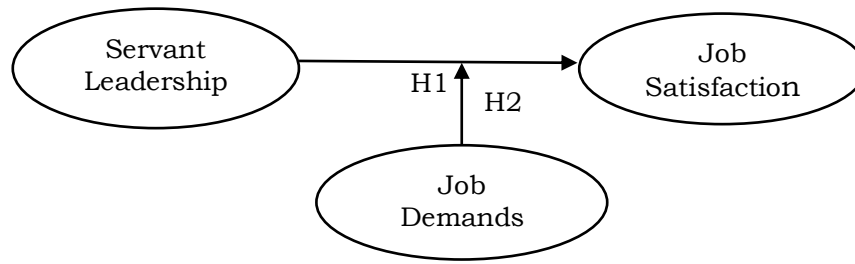
Although employees evaluate stressful situations as potentially threatening or potentially stimulating future growth, mastery, or even

benefit, the result is that their attitudes and behavior towards different types of stressors differ from one another (Pاناتika et al., 2011). However, all stressors have the potential to generate stress and strain (Pاناتika et al., 2011). That is, in general job demands will affect employee emotions not only towards the organization, but also towards leaders who are responsible for ensuring that these demands are effectively met (Pاناتika et al., 2011).

Various leadership literature shows that job demands are always associated with several psychological outcomes, namely tension, intention to move, and job satisfaction related to employee moods (Pاناتika et al., 2011). Yukl (2010) states that the mood possessed by subordinates/followers has the potential to influence their perceptions of their leader so that at some point their mood may be positive when they are satisfied with their work and leader, and vice versa when they are under pressure and dissatisfied with his job.

Based on the description above, the second hypothesis proposed in this study are:

H<sub>2</sub>: Job demands perceived by civil apparatus moderate the effect of servant leadership on job satisfaction.



**Figure 1. Theoretical Model**

The theoretical model is depicted in Figure 1.

## **METHOD**

The approach in this research uses two stages. This research was conducted in a period of time starting from November 2020 to February 2021. Phase one was conducted from November 2020 to December 2020 as a preliminary study which aims to determine the serving leadership style, job demands, and job satisfaction of civil apparatus located in the cities of Jakarta, Makassar, Surabaya, Medan and Semarang.

The number of civil apparatuses involved in this preliminary study was 100 people who were contacted online via google form assisted by research colleagues in each of these cities. In this case, civil apparatus was asked about their serving leadership style, perceived job demands, and job satisfaction while working in their respective institutions.

The results of the interviews in this preliminary study stage were

used as the basis for the preparation of questionnaire items combined with measurement items for each construct that had been developed by previous researchers. Based on the results of the questionnaire development in stage one, 35 indicators were obtained for the three constructs to be tested in this study.

The second stage involves developing a questionnaire which will then carry out a CFA analysis to see the representation of indicators in each construct. The sample size used at this stage was 150 respondents who were civil apparatus in the cities of Jakarta, Makassar, Surabaya, Medan and Semarang.

The main reason why the authors use this sample size is based on the statement of Hair et al. (2014), that is, if we want to produce a loading factor value for each indicator of at least 0.5, the required sample size is 120 respondents. Therefore, the authors determined the sample size used at this stage was 150 respondents. Based on the results of

the CFA analysis, the total indicators for the three constructs were 21 with the following details: the servant leadership construct produced 8 indicators, job demands resulted in 8 indicators, and job satisfaction resulted in 5 indicators. All indicators in each of these constructs produce a loading factor value between 0.5-0.8.

Basically, this study uses a quantitative research method in the form of a survey questionnaire with the aim of generalizing from a sample to a population (Creswell, 2012). This research is cross-sectional in which data is collected at a certain point in time (Creswell, 2012). The next step is the actual measurement stage using a questionnaire that has been formed based on the previous stages containing indicators that have been considered to represent the constructs measured in this study. The sample size used in this study was adjusted to the data analysis technique used, namely multiple linear regression.

The sample size used in this study is based on the rule of thumb proposed by Hair et al. (2014) when using multiple linear regression. Furthermore, according to Hair et al. (2014) the sample size needed when using multiple linear regression data analysis is a minimum of 15-20 observations for each construct. Therefore, if you follow these

provisions, the minimum sample size required in this study is  $20 \times 3$  (number of constructs) = 60 respondents. However, as stated by Hair et al. (2014), the larger the sample size will reduce the non-response bias in this study. Thus, the sample size determined in this study was 300 respondents who were taken using convenience sampling technique.

In this study, the servant leadership construct was measured using indicators developed. The job demands construct is measured using an indicator developed by Karasek, (1979) which consists of 8 items. Job satisfaction is measured using the indicator, which has been validated which consists of 5 items. The construct measurement scale in this study used a scale, 1 to 7, with two continuums. The closer to one, the answer is 'strongly disagree', and the closer to seven, the answer is 'strongly agree'.

Data analysis in this study used multiple linear regression to test the effect of servant leadership on job satisfaction. However, in this study, there was a moderating variable, namely job demands, so that the moderation test was carried out using the procedure proposed.

## RESULTS AND DISCUSSION

The questionnaires distributed online in this study amounted to 300 copies according to the predetermined sample size. However, the questionnaire that returned and was eligible for further analysis was 200 copies.

Based on Table 1, the majority of respondents in this study were women (62.5%), marital status was married (82.5%), the highest educational level was undergraduate (51%), tenure was dominated by civil servants with a working period of more than 15 years (73.5%), the majority are 25-35 years old (41.5%), and mostly have monthly expenses of between Rp. 2,500,001 - 5,000,000 per month.

Based on Table 2, the results of the validity and reliability tests of the constructs used in this study are good. The results of the discriminant validity test show that the indicators used in this study really represent the construct to be measured with a loading factor value of more than 0.5. Likewise, the results of the convergence validity test indicated by an AVE value of more than 0.5, indicating that the construct validity was good (Hair et al., 2014). The results of the reliability in this study were indicated by the Cronbach alpha value which was more than 0.8. As

stated by Nunnally (1978) and Kaplan and Saccuzo (1982) in Peterson (1994) that the appropriate alpha value is in the range of 0.7-0.8 which indicates good construct reliability.

To test whether serving leadership has a positive effect on subordinate job satisfaction as stated in hypothesis 1, hierarchical regression analysis was carried out while controlling for gender, age, marital status, educational level, years of service, and monthly civil apparatus's expenditure in the organization. These six factors as control variables were entered in Step 1, and the six variables were able to explain the variance of job satisfaction by 17%,  $F(6, 193) = 6.611$ ,  $p = 0.000 < 0.05$ .

After servant leadership was included which was the independent variable in Step 2, the total variance explained by the model became 52.6%,  $F(7, 192) = 38.608$ ,  $p = 0.000 < 0.05$ . Servant leadership was able to explain the variance of 52.6% of job satisfaction, after the variables of gender, age, marital status, educational level, years of service, and monthly expenses had been controlled. This is indicated by the change in  $R^2$  which is 0.356 (35.6%). Table 3 regarding the coefficients for model 2 shows that serving leadership ( $\beta = 0.356$ ,  $p = 0.000 < 0.05$ ) produces

**Table 1. Elemental Compositions of Sampling Sites**

Variable	Amount	Percentage (%)
<b>Sex</b>		
Male	75	37,5
Female	125	62,5
<b>Marital Status</b>		
Married	165	82,5
Single	35	17,5
<b>Educational Level</b>		
Highschool	0	
Diploma 3	34	17
Bachelor	102	51
Master	59	29,5
Doctor	5	2,5
<b>Years of Service</b>		
1 – 5 years	53	26,5
More than 15 years	147	73,5
<b>Age</b>		
Less than 25 years	31	15,5
25 – 35 years	83	41,5
36 – 45 years	50	25
46 – 55 years	34	17
More than 55 years	2	1
<b>Monthly Expenditure (Rupiah)</b>		
0 - 1.000.000		
1.000.001 - 2.500.000	35	17,5
2.500.001 - 5.000.000	107	53,5
5.000.001 - 10.000.000	58	29
More than 10.000.000		

several significant effects on satisfaction with the leader. These results support hypothesis 1, which predicts a significant effect of servant leadership on subordinate job satisfaction.

The result of the first stage regression analysis shows that

servant leadership has a positive effect on civil apparatus's job satisfaction. Theoretically, this shows that employees are more likely to experience job satisfaction with a leader who shows servant leadership behavior in government organizations.

**Table 2. Validity and Reliability Test Results**

<b>Constructs (alpha)</b>	<b>Item</b>	<b>Factor Loading</b>	<b>Average Variance Extracted (AVE)</b>
Servant Leadership (0,845)	<b>SL1</b>	<b>0,602</b>	0,591
	<b>SL2</b>	<b>0,808</b>	
	SL3	<b>0,856</b>	
	SL4	<b>0,829</b>	
	<b>SL5</b>	<b>0,720</b>	
	<b>SL6</b>	<b>0,675</b>	
	<b>SL7</b>	<b>0,641</b>	
	<b>SL8</b>	<b>0,789</b>	
Job Demands (0,858)	JD1	<b>0,713</b>	0,614
	JD2	<b>0,754</b>	
	JD3	<b>0,773</b>	
	JD4	<b>0,840</b>	
	JD5	<b>0,830</b>	
	<b>JD6</b>	<b>0,781</b>	
	<b>JD7</b>	<b>0,823</b>	
	<b>JD8</b>	<b>0,751</b>	
Job satisfaction (0,861)	<b>JS1</b>	<b>0,711</b>	0,621
	<b>JS2</b>	<b>0,611</b>	
	<b>JS3</b>	<b>0,787</b>	
	<b>JS4</b>	<b>0,713</b>	
	<b>JS5</b>	<b>0,618</b>	

This result supports the first hypothesis and is in accordance with the literature which shows that servant leadership increases follower trust, loyalty, and satisfaction with leaders (Yukl, 2010). As stated by Greenleaf (1977) the main focus of serving leaders is not the organization, but followers who need it to always be able to try to be present in every situation and working conditions that are so dynamic in the organization. As such, it is perfectly

natural for followers to develop and show their appreciation for such leaders.

To explore whether job demands would moderate the effect of serving leadership on follower satisfaction with the leader, another hierarchical regression analysis was conducted in three steps at this research. Gender, age, marital status, educational level, years of service, and monthly ASN expenditure in the organization were

**Table 3. The Effect of Servant Leadership and Control Variable on Job Satisfaction**

Variable	Coefficient $\beta$	p-Value
Sex	0,052	0,102
Age	0,089	0,147
Marital Status	0,010	0,753
Educational Level	0,172	0,013
Years of Service	0,073	0,012
Monthly Expenditure	0,078	0,219
Servant Leadership	0,526	0,000

**Table 4. The Effect of Servant Leadership, Job Demands, Interaction Variable, and Control Variable on Job Satisfaction**

Variable	Coefficient $\beta$	p-Value
Sex	0,032	0,191
Age	0,092	0,056
Marital Status	0,019	0,439
Educational Level	0,206	0,000
Years of Service	0,050	0,028
Monthly Expenditure	0,118	0,018
Servant Leadership	0,268	0,002
Job Demands	0,637	0,000
Interaction (Servant Leadership X Job Demands)	0,084	0,465

included in the Step 1 regression, and these six variables explained 17% of the variance of job satisfaction with  $F(6, 193) = 6.611, p = 0.00 > 0.05$ .

The independent variables, namely servant leadership, and the moderating variable, job demands, were entered in step 2 of the regression, and the total variance explained by the model became 49%,  $F(8, 191) = 33.139, p = 0.000 < 0.05$ . The independent and moderation variables together are able to explain

49% of the variance in job satisfaction, after controlling for sex, age, marital status, educational level, years of service, and monthly expenditure. This is indicated by a change in  $R^2 = 0.32$  (32%).

Furthermore, the interaction variable, the independent variable, and the moderating variable were entered in step 3 of the regression analysis. The results show that the model is able to explain the satisfaction variance of 43%,  $F(9,$

190) = 72,813,  $p = 0.000 < 0.05$ . Table 4 coefficients for model 3 show that servant leadership still has a significant effect ( $\beta = 0.268$ ,  $p = 0.002 < 0.05$ ) and job demand also ( $\beta = .637$ ,  $p = 0.000 > 0.05$ ).

However, the moderating effect in this study is not supported. This is because the interaction variable (servant leadership and job demands) has a coefficient of  $\beta = 0.084$ ,  $p = 0.465 > p = 0.05$ . The results of this study are consistent with that stated by McClelland and Judd (1993) that the interaction effects in survey research are rare and difficult to find. Therefore, hypothesis 2 in this study is not supported.

Third regression analysis was conducted to examine whether job demands will moderate the effect of servant leadership on civil apparatus's job satisfaction in government organizations. The moderating effect occurs in regression analysis when the variable known as the moderator has the ability to change the form of the relationship between the independent variable and the dependent variable (Hair et al., 2014).

Therefore, in this study, this effect did not occur. Theoretically, this shows that even with job demands as a moderating variable, the effect of servant leadership on civil apparatus's job satisfaction does not change at all.

Furthermore, job demands usually have a negative effect on employee attitudes (Panatika et al., 2011). However, this study shows that civil apparatus seem feel very comfortable with the style of a servant leader so that the job pressure generated while working in an organization does not change their appreciation for leaders with these traits.

Mohammad Hatta is an example of a leader in Indonesia who can be a role model. He always fights for the rights of the Indonesian people. While serving as a representative of the state, he fought for the education of the people and tried to advance the country's economy through the formation of cooperatives. He never asked for anything from individuals or even from the state even though his services to the state have been many. Mohammad Hatta is a leader who applies servant leadership because he always puts the needs of the Indonesian people first.

This kind of example is expected to be internalized by civil servants in Indonesia to always prioritize service quality to increase community satisfaction. Although the workload increases, their job satisfaction still occurs because of the perceived optimal service leadership style as the results of this study.



Thus, the main characteristic that distinguishes servant leadership from other leadership models is that the desire to serve comes before the desire to lead. The first and foremost priority of servant leadership lies in developing subordinates that generate added value for customers. Then the creation of customer satisfaction will be followed by continuous success.

### **CONCLUSION, IMPLICATION, AND LIMITATION**

This study aims to reveal the effect of servant leadership on civil apparatus's job satisfaction in government organizations and the influence of situational variables, namely job demands. The regression test results in the second stage support the first hypothesis, which states that servant leadership has a positive effect on civil apparatus's job satisfaction in employee organizations towards leaders. Interestingly, job demands that were expected to moderate the relationship between servant leadership and job satisfaction were not supported in the results of this study.

However, despite its limitations, this study confirms that serving leadership has a high level of importance to the organization. Servant leadership emphasizes the welfare of subordinates rather than

just worshiping the leader. The attention of a leader who acts as a servant to employees will tend to increase the trust, loyalty and satisfaction of subordinates to the leader (Yukl, 2010).

Although servant leadership focuses its main attention on employees, indirectly this leadership style is very beneficial for the organization as a whole. In this case, this leadership style will contribute to the formation of an employee-oriented culture so that it has the potential to attract and retain talented and committed employees (Yukl, 2010).

However, the absence of a moderating effect in this study can also be explained by the fact that some servant leadership behaviors are also included in other leadership theories. Therefore, as suggested by Yukl (2010), more research is still needed to assess the uniqueness of the servant leadership construct scale. Bagian ini memuat tentang rangkuman atas temuan-temuan penelitian, implikasi hasil penelitian serta saran dan rekomendasi bagi penelitian selajutnya.

This study has a number of limitations. First, it should be noted that the sample size and number of questionnaires returned were not sufficient to adequately test the model with all its variables. So, more

questionnaires filled out and returned will allow to test the hypothesis with greater confidence.

Second, most of the participants are civil apparatus and the concept of organization is only limited to their experience in the organization and their relationship with the head of the institution. A more diverse population will increase the generalizability of the research.

These studies can be replicated in other countries as people become more familiar with the research and allow for a larger and more diverse sample size to be included. In addition, leader member exchange theory can be included as a situational variable in the model. Furthermore, in contrast to the job demand variable which is assumed to be unidirectional in size, the exchange relationship between leader-members can be low or high/ unidirectional or opposite. The inclusion of the leader-subordinate exchange relationship variable in the model might provide a good opportunity to test whether the variable will moderate the effect of serving leadership on employee-leader satisfaction.

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