

The Effect of Servant Leadership, Job Satisfaction, and Physical Work Environment on Job Performance

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Abstract

The quality of healthcare services is highly dependent on the performance of nurses, which in turn is influenced by leadership style, job satisfaction, and the physical work environment. Although previous studies have examined these factors, limited research has focused on the combined effects of servant leadership, job satisfaction, and work environment within Indonesian hospital settings. This study aims to analyze the influence of these variables on job performance, with a particular emphasis on permanent nurses at RSU PKU Muhammadiyah Bantul. A quantitative approach was employed by distributing structured questionnaires to 64 respondents selected through accidental sampling from a total population of 176 nurses. The collected data were analyzed using multiple linear regression to test the relationships among the variables. The results reveal that servant leadership and the physical work environment exert positive but statistically insignificant effects on job performance. In contrast, job satisfaction demonstrates a significant and dominant effect, highlighting its essential role in enhancing the overall performance of nurses. These findings indicate that improvements in job satisfaction can generate stronger outcomes in terms of productivity, commitment, and service quality compared to leadership style and work environment factors. Theoretically, this study contributes to the literature on organizational behavior in healthcare by clarifying the relative importance of satisfaction in performance improvement. Practically, it provides actionable insights for hospital administrators to prioritize strategies that foster job satisfaction as a key driver of sustainable workforce performance.

1. Introduction

Job performance at PKU Muhammadiyah Bantul Hospital covers various aspects, such as service efficiency, quality of results, and adaptability to environmental changes. This performance also provides benefits in accuracy, compliance, and better data analysis (Pratama et al., 2023). Performance at PKU Muhammadiyah Bantul Hospital can be influenced by internal and external factors, which have an effect on the quality of service to the community around Bantul. As a health institution operating in a dynamic environment, PKU Muhammadiyah Bantul Hospital has an important role in ensuring quality services. Servant leaders have integrity and the ability to delegate tasks, having a positive impact on employee motivation and performance (Karim et al., 2020).

Servant leadership can build a work atmosphere that supports employee satisfaction, which is important for their personal and professional development (Tasya,

2024). Servant leadership characteristics respect and engage organizational members, it is important to consider providing equal opportunities for all members (Kadariusman & Bunyamin, 2021).

Job satisfaction refers to a person's general feelings or views towards their job. For an employee, job satisfaction is a very important aspect because it can influence the formation of a positive view of his profession. Satisfaction in carrying out responsibilities can have a positive impact on behavior. In addition, job satisfaction has a relationship with various work outcomes, such as improved performance. The higher the level of job satisfaction, the greater the encouragement to work. People who are satisfied with their jobs usually show a favorable view of the work they carry out (Budiyanto et al., 2021).

The work environment includes everything around employees that can affect them in carrying out the tasks they are responsible for (Wahyudi et al.,

2022). Organizations need to create an optimal work environment, including physical aspects such as a comfortable office layout, environmental cleanliness, good air circulation, use of appropriate colors, and adequate lighting (Sukriah et al., 2021).

In the midst of competition and rapid change, PKU Muhammadiyah Bantul Hospital is expected to continue to adapt to remain competitive. Good working conditions and support from leaders can encourage employees to provide optimal service. Some elements that can affect job performance at PKU Muhammadiyah Bantul Hospital include the high number of patients, technological changes in medical practice, organizational policies, limited human resources, and time pressure. These phenomena can have a direct or indirect impact on the job performance of medical and non-medical staff at the hospital. Job performance is a key factor in achieving organizational goals (Ludwikowska, 2023).

There is conflicting evidence from previous research on the benefits and drawbacks of servant leadership, job satisfaction, and the physical work environment in relation to job performance that suggest a positive effect. Researchers Febrianti and Yulian, (2022) revealed that service-focused leadership has a good influence on the level of work engagement and job performance, then researcher Urrutia et al., (2019) job satisfaction and job performance are both significant. And researcher Suyoto and Murtiharso, (2021) stated that the physical work environment plays a positive and significant role in improving job performance.

There are several researchers who have examined servant leadership, job satisfaction and the physical work environment on job performance which state different results, among others. Researcher Buchori et al., (2023) which revealed that servant leadership had a significant negative effect on job performance. Kurniawan and Nugroho, (2021) job satisfaction has no significant effect on job performance. Then researchers Al-Omari and Okasheh, (2017) revealed that the work

environment has a negative impact on job performance and should receive more attention, the most obvious negative impact factors are noise, inconvenience in using office furniture, poor ventilation and poor lighting.

2. Literature Review

2.1 Job Performance

Job performance reflects the extent to which employees effectively carry out their tasks and responsibilities, encompassing both technical proficiency and interpersonal behaviors that contribute to organizational outcomes (Darvishmotevali & Ali, 2020). It is often categorized into two dimensions: task performance, which involves the execution of core job duties, and contextual performance, which includes voluntary behaviors that foster a supportive work climate (Podsakoff et al., 2000).

High levels of job performance are crucial for organizational success, while poor performance can hinder goal achievement and reduce competitiveness (Kim et al., 2020). Key indicators typically include timeliness, resource utilization, compliance with procedures, and quality standards (Bukhari et al., 2022). Thus, understanding factors that enhance performance is critical for sustaining organizational effectiveness.

2.2 Servant Leadership

Servant leadership emphasizes prioritizing followers' needs, integrity, and personal growth, positioning leaders as "servants first" who empower and support their teams (Liden et al., 2008; Aboramadan et al., 2020). Such leaders foster collaboration, knowledge sharing, and participatory decision-making, which are positively associated with employee motivation and performance (Kuruppuge & Gregar, 2017; Leroy et al., 2018). Key attributes include empathy, listening, persuasion, awareness, and healing, which create a trust-based and cooperative work environment (Goh & Low, 2013). Despite these benefits, empirical evidence on its direct effect

on job performance remains mixed, warranting further exploration.

2.3 Job Satisfaction

Job satisfaction, defined as employees' overall attitude toward their work, plays a central role in individual and organizational outcomes (Ludwikowska, 2023). Satisfied employees demonstrate stronger commitment, greater effort, and higher performance levels (Jakada et al., 2022). Dimensions of job satisfaction include the nature of the work, compensation, opportunities for promotion, supervisory support, and coworker relationships (Hadini & Setiawan, 2019). These factors collectively shape employees' motivation and influence their willingness to contribute to organizational success (Ölçer & Florescu, 2015). However, prior studies have produced inconsistent results regarding its impact on performance, suggesting the need for contextual validation in healthcare settings.

2.4 Physical Work Environment

The physical work environment encompasses all external conditions that influence employees' ability to perform their duties, including workspace layout, lighting, ventilation, and ergonomics (Pawirosumarto et al., 2017). A supportive environment enhances concentration, satisfaction, and overall productivity, while poor conditions such as noise, inadequate lighting, or discomfort may hinder performance (Rasyid, 2020; Dihan & Saputra, 2023). Creating an optimal work environment not only improves employee well-being but also enhances organizational efficiency and competitiveness (Suyoto & Murtiharso, 2021). Although its significance is widely acknowledged, findings on its direct contribution to job performance remain inconclusive, highlighting the importance of further investigation in hospital contexts.

2.5 Hypothesis

2.5.1 The effect of servant leadership on job performance

Servant leadership is an important factor in improving job performance. According to Febrianti and Yulian, (2022), good leadership contributes significantly to individual performance by paying attention to work engagement. Engaged workers are more likely to give their best in their work, which means that effective management can increase employee contributions to company goals through servant leadership. The study by Ludwikowska, (2023) further reveals the crucial role of human resource management policies that prioritize employee well-being to strengthen the relationship between servant leadership and job performance.

Furthermore, studies reveal that servant leadership, job satisfaction, organizational dedication, and employee engagement can positively impact job performance (Widyastuti, 2022). Engagement, organizational citizenship behavior, job satisfaction, and organizational commitment are some of the indirect ways in which servant leadership affects performance. Its influence on performance is also direct. According to these findings, employee engagement plays an important mediating role in this relationship.

H1: Servant leadership has a positive effect on service performance.

2.5.2 The effect of job satisfaction on job performance

There is a significant and positive relationship between job satisfaction and job performance, according to research by Bakan, Ismail and Tuba Buyukbese, (2014). Research by Urrutia et al. (2019) also indicated that higher levels of happiness and job satisfaction contribute to satisfactory job performance. Furthermore, the study by Jakada et al. (2022) examined the link between the level of job satisfaction (JS) and job performance (JP), finding that the interaction with organizational perceptions (PO) can strengthen the relationship. In other words, positive perceptions of the organization can increase the level of job satisfaction, which in turn affects job performance.

Gazi et al. (2022) job satisfaction has a direct and large influence on job performance. Studies on job satisfaction reveal a positive relationship between the level of job satisfaction and job performance. This indicates that satisfied employees generally show better performance than those who are not satisfied, both in terms of quality and quantity of work, work knowledge, initiative, creativity, cooperative attitude, reliability, and self-development.

H2: Job satisfaction has a positive effect on service performance.

2.5.3 The effect of physical work environment on job performance

The immediate and long-term impact of the workplace on worker performance is substantial. The physical work environment and employee engagement can act collectively, providing a positive and significant influence in improving job performance (Suyoto & Murtiharso, 2021).

Both the physical work environment and organizational culture significantly impact performance, according to research by Maisarah and Sumarni, (2021) indicates that the physical work environment is a good predictor of job performance and further research by Abdullah et al., (2024) reveals that the physical work environment is able to increase or decrease work outcomes. This shows clearly that a high quality workplace will result in superior service quality.

H3: Physical work environment has a positive effect on service performance.

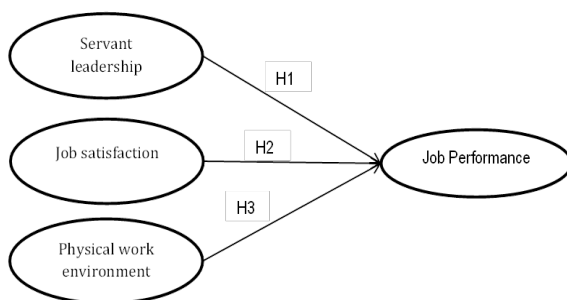


Figure 1 Performance Model

3. Research Methods

3.1 Research Design

This study employed a quantitative research design to examine the influence of servant leadership, job satisfaction, and the physical work environment on job performance. The design was selected to enable systematic collection, processing, and statistical analysis of data to test the proposed relationships between variables.

3.2 Population and Sample

The population consisted of 176 permanent nurses employed at PKU Muhammadiyah Bantul General Hospital. Using Slovin's formula with a margin of error of 10%, the required sample size was determined to be 64 respondents. An incidental sampling technique was applied, allowing the selection of respondents based on their availability and willingness to participate during the data collection period. While this approach provided practicality in accessing participants, it may also limit generalizability due to potential sampling bias.

3.3 Data Collection

Primary data were obtained through structured questionnaires distributed to the sample. The questionnaire utilized a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). This method was chosen to capture respondents' attitudes and perceptions in a standardized and quantifiable manner.

3.4 Variable Measurement

The study investigated four main constructs: servant leadership, job satisfaction, physical work environment, and job performance. Each construct was measured using established indicators from previous studies to ensure validity and reliability. Table 1 summarizes the measurement items.

Table 1. Measurement of Research Variables

Table 1
Instrument

Question	Indicator
Servant Leadership (Aboramadan et al. 2020)	
1. My leader can tell if something work-related is going wrong	1. Awareness
2. My leader makes my career development a priority	2. Career Development
3. I would seek help from my leader if I had a personal problem	3. Support
4. My leader emphasizes the importance of giving back to the community	4. Community Orientation
5. My leader puts my best interests ahead of his/her own	5. Empathy
6. My leader gives me the freedom to handle difficult situations in the way that I feel is best	6. Autonomy
7. My leader would not compromise ethical principles to achieve success	7. Ethics
Job satisfaction (Crow et al. 2012)	
1. Overall, I am satisfied with my job	1. Satisfaction
2. I like my job more than others do	2. Preference
3. I spend my time working hard	3. Dedication
4. I feel rewarded in my job	4. Appreciation
5. I am proactive in my job	5. Proactivity
6. My job is important in my life	6. Significance
Physical work environment (Samson et al. 2015)	
1. The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	1. Comfort.
2. The office is devoid of unnecessary noise	2. Noise
3. The working space area is sufficient and roomy enough	3. Area
4. The room or office I operate from is well illuminated	4. Lighting
5. The temperatures in the room or office I operate from is appropriate	5. Temperature
Job Performance (Deng et al. 2023)	
1. I complete assigned tasks.	1. Settlement
2. I meet formal performance requirements.	2. Compliance
3. I fulfill all required responsibilities.	3. Responsibility
4. I never neglect mandatory aspects of the job.	4. Appropriateness
5. I always do important tasks.	5. Sustainability

- **Servant Leadership** (Aboramadan et al., 2020): awareness, career development, support, community orientation, empathy, autonomy, ethics.
- **Job Satisfaction** (Crow et al., 2012): satisfaction, preference, dedication, appreciation, proactivity, significance.
- **Physical Work Environment** (Samson et al., 2015): comfort, noise, area, lighting, temperature.

- **Job Performance** (Deng et al., 2023): completion, compliance, responsibility, appropriateness, sustainability.

4. Results and Discussion

4.1 Respondent Characteristics

The study involved 64 permanent nurses at PKU Muhammadiyah Bantul General Hospital. Respondent profiles were analyzed based on gender, age, educational background, and employment status. Table 2 summarizes these characteristics.

Table 2
Respondent Characteristics

Category	Category	Amount	Percentage
Gender	Man	2	3.1%
	Woman	62	96.9%
Employee Status	Still	64	100%
	Age		
Age	21-30	16	25%
	31-40	32	50%
	41-50	16	25%
Last education	Diploma	42	65.6%
	S-1	22	34.4%

Source: Processed data, 2024.

The demographics of the participants are presented in Table 2. Of the total 64 participants, 2 (3.1%) were male and 62 (96.9%) were female. A total of 42 respondents (65.6% of the total respondents) had a Diploma (D1/D2/D3/D4), while 22 employees (34.4% of the total respondents) had a Bachelor's degree. For this study, the dominant age group consisted of individuals between 31 and 40 years old (32 participants, or 50.0% of the total); the next largest age groups were 21 to 30 years old (16 participants, or 25% of the total), and 41 to 50 years old (16 participants, or 25% of the total).

To ensure that all indicators applied in this study can be measured appropriately and consistently measure the target variables, the research instruments underwent validity and reliability evaluations. Based on Table 3, all statement items on the variables of servant leadership, job satisfaction, physical work environment, and job performance are considered valid and valid based on the test results on the r-count of these variables (0.214-0.608; 0.415-0.831; 0.457-0.830; and 0.483-0.734). This shows that each statement element shows a correlation coefficient value that exceeds 0.207.

4.2 Validity Test

Table 3
Validity Test Results

Variable	Correlation Coefficient	Information
Servant leadership	0.214	Valid
	0.320	Valid
	0.392	Valid
	0.455	Valid
	0.608	Valid
	0.575	Valid
	0.460	Valid
Job satisfaction	0.831	Valid
	0.782	Valid
	0.415	Valid
	0.754	Valid
	0.658	Valid
	0.780	Valid
Physical Work Environment	0.769	Valid
	0.745	Valid
	0.457	Valid
	0.830	Valid
	0.610	Valid
Job Performance	0.726	Valid

Variable	Correlation Coefficient	Information
	0.555	Valid
	0.483	Valid
	0.734	Valid
	0.609	Valid

Source: Processed data, 2024.

4.3 Reliability Test

Reliability testing was carried out using the Cronbach's Alpha method to verify the consistency of responses given by respondents.

Table 4
Reliability Test Results

Variable	Cronbach Alpha	Information
Servant leadership	0.719	Reliable
Job satisfaction	0.893	Reliable
Physical work environment	0.863	Reliable
Job Performance	0.825	Reliable

Source: Processed data, 2024.

Referring to Table 4, the reliability test results show that the Cronbach's Alpha value for servant leadership is 0.719, for job satisfaction 0.893, for the physical work environment 0.863, and for job performance 0.825. The reliability of the measuring instrument in this study can be proven by the Cronbach Alpha value which is more than 0.6 for each variable.

4.4 Normality Test

The Kolmogorov-Smirnov test is applied to test whether the data has a normal distribution. Based on Table 5, the normality test results show an Asymp. Sig value of 0.200, which is greater than 0.05, indicating that the residual data in the regression model is normally distributed.

Table 5
Normality Test Results

Test Statistic	Asymp. Sig. (2-Tailed)	Information
0.090	0.200 ^d	Data Normal

Source: Processed Data, 2024.

4.5 Multicollinearity Test

To rule out the possibility of a very strong relationship between the independent

variables, researchers use a multicollinearity test.

Table 6
Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Servant leadership	0.978	1.022	Multicollinearity Free
Job satisfaction	0.692	1.445	Multicollinearity Free
Physical work environment	0.689	1.451	Multicollinearity Free

Source: Processed data, 2024.

According to Table 6 above, it can be seen that the independent variables including servant leadership, job satisfaction, and

physical work environment on job performance show tolerance values of more than 0.1 or VIF values below 10, which indicates that this regression model is not

affected by multicollinearity problems. Therefore, it can be concluded that this regression model is free from multicollinearity.

4.6 Multiple linear Aggression Analysis

There is an influence of servant leadership, job satisfaction, and physical work environment, on job performance; this influence was determined using multiple linear regression test results.

Table 7
Multiple Linear Regression Analysis Test Results

		<i>t</i>	<i>Sig.</i>	<i>Adj. R²</i>
	<i>(Constant)</i>	3.031	0.004	
H1	Servant leadership	0.254	0.800	0.378
H2	Job satisfaction	4.475	0.000	
H3	Physical work environment	1.357	0.180	
<i>Dependent Variable: Job Performance</i>				

Source: Processed data, 2024

Based on Table 7 listed above, it shows that job performance is positively and significantly influenced by job satisfaction variables, but not significantly influenced by service leadership and physical work environment variables.

4.7 Coefficient of Determination (Adjusted R²)

A total of 62.2% of the variance in employee performance was due to factors outside the scope of this study; however, 37.8% of the variance was explained by servant leadership, 37% by job satisfaction, and 37.8% by the physical work environment. The standard error estimate (SEE) of 1.761 indicated that the regression was fairly accurate in predicting the independent variables.

4.8 Discussion

The results of the H1 test in Table 7 emphasize that servant leadership has a t-count value of 0.254 and a t-table value of 1.670. The fact that the t-count is smaller than the t-table, with a value of 0.254 < 1.670 and a significance value of 0.800 > 0.05, indicates that this value is higher than 0.05 so that it can be said that the hypothesis of the influence of servant leadership on job performance is not supported. This finding contradicts the findings

of Widyastuti, (2022) and Febrianti and Yulian, (2022) which show that servant leadership style has a significant positive impact on job performance results.

Job satisfaction significantly improves job performance, as seen in Table 7, which displays the results of the H2 test having a t-value (4.475) with a significance value of 0.000 smaller than 0.05 (0.000 < 0.05) and t-count (4.475 > 1.670) higher than t-table, so it can be said that the hypothesis of the influence of job satisfaction on job performance is supported. Consistent with previous studies conducted by Urrutia et al., (2019) and Purnama et al., (2020) that job satisfaction is a positive antecedent for strong job performance. In the job satisfaction item, the most prominent response was "My job is important in my life" (mean = 4.22), while the least prominent response was "I spend my time working hard" (mean = 3.61). When every worker feels happy in their job, they tend to give their best effort.

The results of the H3 test are shown in Table 7. Employee performance is influenced by the physical work environment, in accordance with the Hypothesis 3 test. It has a t-count value (1.357) with a significant value of 0.180, this value is greater than 0.05 (0.180 > 0.05). Because the t-count value (1.357 < 1.670) is smaller than the t-table value (1.670), the hypothesis of the influence of the physical

work environment on job performance is stated to be supported. These findings are not in line with the research conducted by Putra et al., (2020) which shows that the physical work environment has a significant effect on job performance and the findings of Gimón et al., (2023) that physical work environment conditions have a positive and significant impact on job performance.

The performance of nurses at PKU Muhammadiyah Bantul Hospital is most significant by job satisfaction, followed by physical work environment and servant leadership although not significant. This is because high job satisfaction creates motivation for nurses to achieve optimal results, supported by a positive work atmosphere. Servant leadership and physical work environment need to be evaluated because they do not have a significant effect on job performance.

There is the highest respondent's answer to the job performance item, namely "I never ignore the mandatory aspects of work" (mean = 0.734) and there is the lowest respondent's answer to the job performance item, namely (mean = 0.483). Overall, the level of job satisfaction in each research item reaches an average score above the expected threshold value, which indicates conformity from the workforce in this organization towards good job satisfaction while working at the PKU Muhammadiyah Bantul Hospital institution.

5. Closing

5.1 Conclusion

This study investigated the effects of servant leadership, job satisfaction, and the physical work environment on the job performance of nurses at RSU PKU Muhammadiyah Bantul. The findings reveal that servant leadership and the physical work environment exerted positive but statistically insignificant effects, whereas job satisfaction demonstrated a significant and dominant positive influence on job performance. These results highlight that job satisfaction is the most critical determinant of nurse

performance, suggesting that hospital management should prioritize strategies that enhance satisfaction, particularly through improvements in job design, fair reward systems, and supportive coworker relationships. From a theoretical perspective, this study reinforces the role of job satisfaction as a key antecedent of performance in healthcare organizations. Future research is encouraged to adopt a longitudinal approach to capture long-term variations in job satisfaction and performance, while also exploring how leadership practices and work environment conditions may exert cumulative or delayed effects.

5.2 Suggestions

Although job satisfaction emerged as the most significant factor, the non-significant effects of servant leadership and the physical work environment indicate potential challenges in achieving consistent performance outcomes. Ignoring these dimensions may foster negative perceptions among employees, which could eventually undermine organizational effectiveness. Therefore, hospital administrators are advised to implement a holistic strategy that not only strengthens job satisfaction but also develops servant leadership practices and optimizes the physical work environment. Such an integrated approach is essential to foster sustainable performance improvements, enhance employee well-being, and ensure high-quality healthcare service delivery.

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