
Impact of Servant Leadership on Satisfaction Levels: Role of Facilities as a Mediating Variable

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Abstract

This study explores the impact of Servant Leadership and workplace facilities on employee satisfaction at PT. Shark Globalindo Jaya, a company in the garment and shoe production industry. Using a quantitative approach and data from 129 employees, the study analyzes the relationships between these variables using Smart PLS 4.0. The findings reveal that Servant Leadership positively influences employee satisfaction, with its focus on employee development, empowerment, and ethical behavior. Additionally, workplace facilities, such as comfortable workspaces and adequate resources, significantly contribute to a positive work environment, enhancing employee satisfaction and performance. The study also applies the Disconfirmation of Expectations Theory, emphasizing the importance of meeting or exceeding employee expectations to reduce dissatisfaction. The results highlight the need for organizations to prioritize effective leadership and supportive facilities to foster a productive and engaged workforce.

Keywords: *Servant Leadership, Employee Satisfaction, Workplace Facilities, Disconfirmation of Expectations Theory, Organizational Success*

INTRODUCTION

Servant leadership is a leadership approach that emphasizes prioritizing the needs of employees, focusing on their development, and fostering a supportive and collaborative work environment. This leadership style encourages leaders to serve their teams, promoting a culture of trust, empathy, and empowerment (Canavesi & Minelli, 2022). Employee satisfaction, in turn, plays a critical role in organizational success, as it is linked to higher productivity, job retention, and overall performance (Ahmad & Raja, 2021). In this context, the quality of organizational facilities acts as a crucial mediating variable, influencing how servant leadership impacts employee satisfaction (Ozturk et al., 2021). Well-maintained and accessible facilities can enhance the work environment, further strengthening the positive effects of servant leadership on employee satisfaction (Vanani et al., 2024).

Employee satisfaction is an essential measure of organizational effectiveness, reflecting employees' perceptions of service quality, including reliability, responsiveness, assurance, empathy, and facilities (Kurniaty, 2022). Factors such as responsive management, competence, and the quality of facilities directly influence satisfaction (Halimah, 2021). Employee satisfaction is a key

indicator in evaluating public service quality, with research showing that factors like speed, accessibility, and responsiveness significantly impact satisfaction (Lamsal & Gupta, 2022). Furthermore, the relationship between service providers and recipients is crucial in employee satisfaction, particularly in vital sectors like healthcare and education (Tang, 2022). In this context, facilities emerge as a critical factor, with their quality and availability playing a crucial role in enhancing employee satisfaction (Miao, 2023; Xie et al., 2022).

Workplace facilities significantly influence employee satisfaction and performance. Adequate facilities, such as comfortable workspaces, proper lighting, and access to technology, enhance productivity and improve the work environment (Aufegger et al., 2022; Dong et al., 2021; Kaushik et al., 2021; Králiková et al., 2021). Research shows that 38% of variations in perceived productivity can be explained by employee satisfaction with workplace facilities (Groen et al., 2019). Well-managed facilities also impact employee well-being, job satisfaction, and engagement, with employees feeling more supported and motivated (Arampatzi & Burger, 2020). Additionally, quality facilities contribute to employee loyalty and foster a positive work environment, which is essential for maintaining motivation and performance (Lubis et al., 2019; Setyorini et al., 2021). Properly maintained facilities also minimize disruptions and contribute to the overall health and performance of employees (Ambrogio et al., 2022; Atkin & Brooks, 2021; Balkhi et al., 2022; Beckel & Fisher, 2022; Lamberti-Castronuovo et al., 2022; Rehman et al., 2021).

Servant leadership, which prioritizes the needs of team members and the community, has a positive impact on job satisfaction, employee commitment, and performance, especially in the public sector (Niu & Boku, 2021). This leadership style enhances public service motivation and individual satisfaction, creating an ethical work environment focused on employee well-being, which improves overall organizational performance (Alasadi et al., 2019; Liu & Zhao, 2022; Zhao et al., 2020). Servant leaders empower team members, fostering collaboration and open communication, and supporting personal and professional development (Silalahi, 2024; Vrcelj et al., 2022). Moreover, servant leadership promotes loyalty, innovation, and creativity by providing space and support for employees to thrive, ultimately improving organizational efficiency and sustainability (Alafeshat & Aboud, 2019; Lubis et al., 2019; Yang, 2023).

PT. Shark Globalindo Jaya is a company engaged in the production of garments and shoes, located in Dusun Krajan, Srigading, Lawang, Malang Regency, East Java. As a manufacturing company, the organization plays a crucial role in providing quality products to meet market demands. However, in the competitive industry, employee satisfaction is key to ensuring high performance and product quality. A lack of attention to factors like work facilities and leadership style may negatively affect employee satisfaction, leading to decreased motivation and productivity. By prioritizing factors such as employee well-being, effective leadership, and a conducive work environment, PT. Shark Globalindo Jaya may can enhance satisfaction, ultimately improving both employee performance and organizational success.

The research gap is evident in studies showing that some factors, such as leadership style and physical facilities, do not always have a significant impact on satisfaction (Pandita & Kiran, 2023; Yohannes & Wasonga, 2023). Laissez-faire and autocratic leadership styles have been found to negatively affect satisfaction due to the lack of participation and collaboration in decision-making (Saeed et al., 2023). Additionally, certain physical facilities, like communication between doctors and patients in healthcare, have not been shown to significantly influence patient satisfaction (Hussain et al., 2025). This indicates the need for further exploration into the complexities of these factors and their true impact on satisfaction.

This study will apply the Disconfirmation of Expectations Theory to explore employee satisfaction. The theory explains that satisfaction is formed when service performance meets or exceeds previously established expectations (Carragher-Wolverton & Hirschheim, 2022; Chatterjee & Basu, 2020; Lee et al., 2022). In the case of employees, if expectations regarding facilities or organizational support are unmet, dissatisfaction may arise, ultimately affecting perceptions of job quality and commitment to the organization (Mok, 2020). This research will also examine how the dissonance between expectations and actual performance can worsen dissatisfaction, particularly if initial expectations are set too high (Wang & and Zhou, 2023).

METHOD

This quantitative study involves all 129 employees and uses Smart PLS 4.0 for data analysis. Servant Leadership (X) is measured based on the dimensions from Kholidah et al. (2023), which include Altruistic Calling, Emotional Upliftment, Wisdom, Persuasive Mapping, and Organizational Leadership (Kholidah et al., 2023). Facilities (Z) are assessed using the framework from Jufrizen (2021), focusing on Work Tools, Work Equipment, and Social Facilities (Jufrizen, 2021). Employee Satisfaction (Y) is measured through five key aspects from Sulaiman et al. (2022), namely Transparency, Participation, Accountability, Sustainability, and Neutrality (Sulaiman et al., 2022).

RESULTS AND DISCUSSION

The results will be discussed in terms of how each factor Servant Leadership, Facilities, and Satisfaction interacts and contributes to the overall employee satisfaction in the organization. The discussion will also highlight the implications of these findings and how they align with or differ from previous studies, providing a deeper understanding of the key factors that influence employee satisfaction.

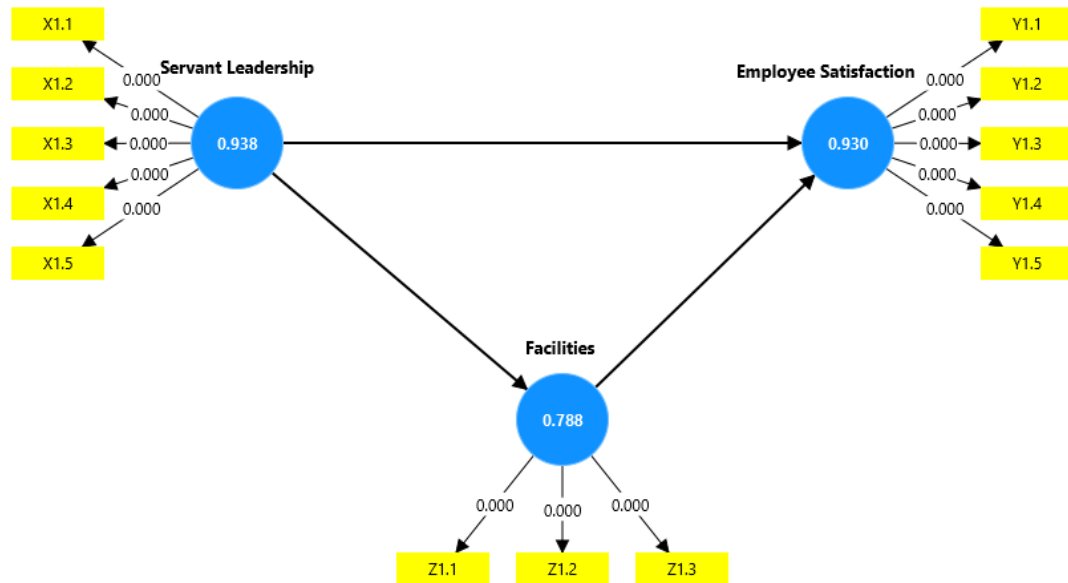


Figure 1. Inner Model Result

The outer model result presented in Figure 1 shows the Cronbach alpha values for the latent variables within the circles, representing their internal consistency reliability. The Cronbach alpha for Servant Leadership is 0.938, for Facilities is 0.788, and for Employee Satisfaction is 0.930, indicating excellent reliability for all variables, as values above 0.7 are considered acceptable. Each indicator's p-value or loading factor (shown next to each indicator, such as X1.1, X1.2, etc.) reflects the strength of the relationship between the indicator and its corresponding latent variable. The low p-values (all close to 0.000) suggest that each indicator is statistically significant and strongly associated with its respective construct. This confirms the validity and robustness of the measurement model in the analysis.

Table 1. Path Analysis Result

Path	Coefficient	(M)	(STDEV)	(O/STDEV)	P values
Facilities -> Employee Satisfaction	0.499	0.476	0.110	4.530	0.000
Servant Leadership -> Employee Satisfaction	0.479	0.497	0.110	4.353	0.000
Servant Leadership -> Facilities	0.724	0.703	0.118	6.124	0.000
Servant Leadership -> Facilities -> Employee Satisfaction	0.361	0.330	0.079	4.551	0.000

Source: Smart PLS 4.0 Output (2025)

The path analysis results in Table 1 reveal significant relationships between the variables studied. The coefficient for the direct path from Facilities to Employee Satisfaction is 0.499, with a p-value of 0.000, indicating a strong and statistically significant positive impact. Similarly, Servant Leadership also positively influences Employee Satisfaction with a coefficient of 0.479 and a p-value of 0.000, further emphasizing the importance of leadership in fostering satisfaction. The path from Servant Leadership to Facilities shows a high coefficient of 0.724 (p-value = 0.000), suggesting that effective leadership strongly contributes to the improvement of facilities. Additionally, the indirect effect of Servant Leadership on Employee Satisfaction through Facilities has a coefficient of 0.361, with a p-value of 0.000, confirming that facilities partially mediate the relationship between Servant Leadership and Employee Satisfaction. All paths are statistically significant, highlighting the critical role of leadership and facilities in enhancing employee satisfaction.

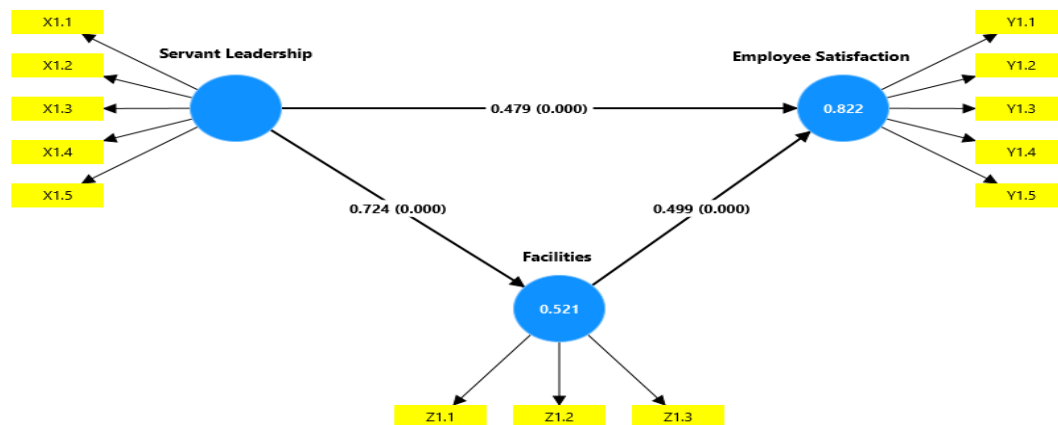


Figure 2. Inner Model Result

Figure 2 presents the inner model, where the R^2 values indicate the explained variance for each dependent variable. The R^2 value for Employee Satisfaction is 0.822, which suggests that 82.2% of the variance in employee satisfaction can be explained by the independent variables, Servant Leadership and Facilities. This demonstrates a strong model fit and indicates that both Servant Leadership and Facilities have a significant impact on employee satisfaction. The R^2 value for Facilities is 0.521, meaning that 52.1% of the variance in facilities is explained by Servant Leadership. These high R^2 values highlight the significant positive relationships between Servant Leadership, Facilities, and Employee Satisfaction, confirming the strong influence that leadership and workplace environment have on employee satisfaction.

The results of this study highlight the significant role of Servant Leadership and facilities in shaping employee satisfaction at PT. Shark Globalindo Jaya. The data analysis reveals that Servant Leadership, with its focus on employee development and well-being, has a direct and positive influence on employee satisfaction. This aligns with findings from previous studies, which suggest that leadership styles that prioritize the needs of employees and foster a collaborative, supportive environment lead to higher satisfaction and better

performance (Niu & Boku, 2021; Alasadi et al., 2019). Servant Leadership's emphasis on empowerment and ethical behavior creates an environment where employees feel valued, which enhances their job satisfaction and organizational commitment (Silalahi, 2024; Vrcelj et al., 2022). These results also support the notion that Servant Leadership improves employee engagement and innovation, ultimately contributing to organizational success (Yang, 2023; Lubis et al., 2019).

In addition to leadership, the role of workplace facilities in employee satisfaction was also significant. The findings confirm that well-maintained and adequate facilities are crucial in enhancing the work environment, which in turn positively impacts employee satisfaction. This is consistent with previous research, which shows that factors such as comfortable workspaces, access to technology, and proper lighting can enhance productivity and reduce job dissatisfaction (Aufegger et al., 2022; Groen et al., 2019). Moreover, facilities not only affect job performance but also employee well-being, as they create a conducive environment that fosters motivation, loyalty, and engagement (Arampatzi & Burger, 2020; Setyorini et al., 2021). The findings in this study reinforce the idea that physical facilities serve as a key factor in improving employee satisfaction, as they directly influence employees' perceptions of support and their ability to perform their tasks effectively (Kaushik et al., 2021; Rehman et al., 2021).

The application of the Disconfirmation of Expectations Theory further clarifies the relationship between expectations and satisfaction. The theory postulates that satisfaction is achieved when performance meets or exceeds the expectations of employees. When there is a gap between what employees expect from their work environment and what is actually provided, dissatisfaction arises, potentially leading to lower performance and higher turnover (Chatterjee & Basu, 2020; Lee et al., 2022). The results of this study suggest that both leadership and facilities need to align with employees' expectations to foster a positive work environment. This is in line with previous research, which found that mismatched expectations regarding leadership or facilities can result in dissatisfaction, particularly if initial expectations are set too high (Wang & Zhou, 2023; Mok, 2020).

The implications of these findings are critical for PT. Shark Globalindo Jaya and similar organizations. By enhancing the quality of leadership and workplace facilities, companies can foster an environment that promotes employee satisfaction, well-being, and productivity. Organizations should invest in both human and physical capital, recognizing that effective leadership and supportive facilities are essential components in achieving high employee satisfaction and organizational success. Future research should continue to explore the complexities of these factors, particularly how different leadership styles and facility types may impact satisfaction in different organizational contexts (Pandita & Kiran, 2023; Yohannes & Wasonga, 2023).

CONCLUSION

This study underscores the critical roles of Servant Leadership and workplace facilities in enhancing employee satisfaction. The findings demonstrate

that Servant Leadership positively influences employee satisfaction by fostering a supportive and empowering environment, while well-maintained facilities contribute to a productive and comfortable work atmosphere. These elements, when aligned with employees' expectations, significantly improve job satisfaction, organizational commitment, and overall performance. The study highlights the importance of managing both leadership practices and physical workspaces to create a conducive environment for organizational success.

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