

Effect of Servant Leadership and Person-Organization Fit on Employee Engagement with Job Satisfaction as Mediator Variable

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Abstract

This study aims to determine effect of servant leadership and person-organization fit on employee engagement with job satisfaction as mediator variable. This research is a research with a quantitative approach. This research was conducted at XYZ Junior High School, Serpong Utara. The time of the study was carried out from January 2020 to May 2020 which involved samples from the total population studied. The population in question is full-time education staff at XYZ Junior High School, Serpong Utara who are Indonesian citizens and total 44 people. The data was processed numerically, so the data collection instrument used a questionnaire to obtain primary data. The device that will be used to perform the analysis using the partial least square-structural equation modeling (PLS-SEM) approach is the SmartPLS software. The results of the study show that servant leadership has a positive effect on employee engagement. Person-organization fit has a positive effect on employee engagement. Job satisfaction has a positive effect on employee engagement. Servant leadership has a positive effect on employee engagement mediated by job satisfaction. Person-organization fit has a positive effect on employee engagement mediated by job satisfaction.

Keywords

servant leadership; person-organization fit; employee engagement; job satisfaction



I. Introduction

Employee engagement is an important factor in an organization. High energy and enthusiasm in work, fully involved and even enjoying work, and making work an important part of his life are aspects that can be observed when a member of the organization has employee engagement. Not only that, the more employees have high engagement, the greater their commitment to keep working for the organization (Vance, 2006:2).

Schools are organizations engaged in services (Sallis, 2002:22). The employees who are in it are educational staff, which include teachers and staff. With a high level of employee engagement, schools will obtain high productivity and high levels of customer satisfaction (Vance, 2006:23-24). Conversely, a low level of employee engagement can affect productivity and weak customer satisfaction as well.

Based on observations, there are findings that indicate that the level of employee engagement of education staff at XYZ Junior High School, Serpong Utara is not yet high. Supporting indications are the fairly high level of late attendance of education personnel. Not only that, the enthusiasm in accepting a task also looks not optimal. When a leader offers a position in school programs, it is rare for a member of the organization to volunteer to work on it or be involved in it. In addition, there are not many education

personnel who consciously carry out self-development to increase the professionalism of their performance.

The low level of employee engagement of the XYZ Junior High School, Serpong Utara education staff will certainly have a negative impact on the school, such as weak school productivity and decreased customer satisfaction. Therefore, the school concerned must give deep attention and take an attitude to keep employee engagement from decreasing or getting much better, the school can increase it for the good of the school itself.

Employee engagement is influenced by several factors, one of which is the quality of leadership in the organization. Servant leadership is oriented to the needs and development of each of its followers by providing proactive support, namely in the creation of a work environment that also supports each individual to grow.

The second factor that influences employee engagement is the match between employees and their work environment (person-organizational fit). Unal and Turgut (2015:173) in their research stated that the harmony between the values possessed by an individual and the organization is able to bring about positive behavior, namely willing to provide high energy, very involved in work, and voluntarily using knowledge and abilities to contribute to the community success and actualization of organizational goals.

The third factor that influences employee engagement is job satisfaction. According to Armstrong and Taylor (2014:177), job satisfaction is a positive and pleasant attitude that a person has towards his work.

This study aims to determine effect of servant leadership and person-organization fit on employee engagement with job satisfaction as mediator variable.

II. Review of Literature

2.1 Employee Engagement

Employee engagement is a cause and effect; involves the relationship between the organization and employees. Employees who are engaged with the organization will give the best they have, both in terms of mind, heart and performance. Thus it becomes clear that engagement can be seen as an attitude of the heart, a set of positive attitudes, emotions and behaviors that enable high work performance in line with the organization's mission (Holbeche and Matthew, 2012:11).

Employee engagement based on the role of an individual in an organization is divided into two types, namely job and organizational management. Job engagement or what is often referred to as work engagement according to (Schaufeli et al., 2002:74) is a positive, satisfied, and work-related state of mind characterized by enthusiasm, dedication, and absorption. A person is said to have enthusiasm if in carrying out his work, the individual shows a high level of energy and mental resilience, a willingness to invest various efforts, and persistence even in the face of difficulties. While a person's dedication can be characterized by a sense of significance, enthusiasm, inspiration, pride and challenge. Absorption, as the last dimension of employee engagement, is the presence of full concentration, enjoying work so that they do not realize that time has passed and it is difficult for the individual to get away from the work at hand.

The next type of employee engagement is organizational engagement. Unal and Turgut (2015:158) explain that organizational engagement is the high interest, enthusiasm, concentration and energy that a person has in carrying out their duties and working beyond their commitment to the organization.

From the explanation above, it can be concluded that employee engagement is the relationship between a person and his work and with his organization. Therefore, more clearly, employee engagement can be defined as a condition of positive attitudes, emotions, and behaviors related to work and organization in order to achieve the goals that have been set marked by enthusiasm, dedication, and absorption as well as good relations with the leadership.

2.2 Servant Leadership

Servant leadership was first popularized by Robert K. Greenleaf (1904-1990) in 1970 through his essay entitled "The Servant as Leader" (Spears, 1995:15). Servant leadership for Greenleaf is a new model of leadership that makes service to others, including employees, customers and communities a priority. Therefore, servant leadership emphasizes increasing service to others, a holistic approach to work, a sense of community, and the distribution of power in decision-making (Spears, 1995:15).

During the popularity of Greenleaf's theory of servant leaders, there were many companies that were found to be successful because of the adoption of the theory in their companies. This is because the people who work in it feel that their talents are appreciated, so their motivation increases. Not only that, the increase in production increases, the number of absenteeism for various reasons decreases, and organizational profits also become higher (Trompenaars and Voerman, 2009:4-5).

Greenleaf believes that human nature is a servant, who can put the interests of others above his own interests. Not so with Christianity, which believes that humans are inherently arrogant and sinful (Bartholomew and Goheen, 2004:43). The sinful nature of humans makes humans unable to realize that they are servants (Blanchard and Hodges, 2006:14-15). Therefore, they need the grace of God that can reveal to the person that he is a sinner and needs the salvation that Jesus Christ offered from His death on the cross. That way, man can understand that he is actually a servant who serves God as his master. Based on this view, even though the two servant leadership practices do not look different, the basis behind the two concepts is not the same.

2.3 Person–Organization Fit (P-O Fit)

Kristof (1996:3) defines P-O fit as the existence of compatibility or harmony between workers and the organization that occurs when: a)at least one party provides what the other party needs, or b)both have the same fundamental characteristics, or c)between a and b runs concurrently.

The previous research on P-O fit was conducted based on supplementary fit which focused on the common values of the organization and the people who work in it (Unal and Turgut, 2015:173). This is also stated by Sekiguchi (2004:182) that the measurement most often used in organizing P-O fit which is centered on the basic characteristic similarities between the organization and the people who work in it is to measure the match of values between organizations and individuals. In the research conducted by Unal and Turgut (2015:173), the values used include humility, responsibility, innovation, and assertiveness. The measurement method used is to measure employees' perceptions of the ideal values that should exist in an organization as individual values, compared to the values of the organization where they work today as organizational values.

2.4 Job Satisfaction

Robbins and Judge (2007:74) define job satisfaction as a positive feeling about a job as a result of evaluating its characteristics. Someone who has high job satisfaction has positive feelings about his job. Conversely, someone with a low level of job satisfaction will have negative feelings about his job. Similar to this explanation, Colquitt et al. (2018:94) explains that job satisfaction is an emotional state of being satisfied or enjoying that is caused by an appraisal of one's work or work experience. This condition represents how a person feels or thinks about someone's feelings. A person is said to have a high level of job satisfaction if there is a positive feeling about the work or task being carried out. On the other hand, someone with a weak level of job satisfaction has negative feelings about the work or task being carried out. Weiss (2002:174) also underlines that job satisfaction is an evaluation of the emotional state resulting from what an employee feels (affects) about his job and what he thinks (cognition) about various aspects of his job.

III. Research Method

This research is a research with a quantitative approach. Quantitative approach measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques (Asyraini et al., 2022; Octiva et al., 2018; Pandiangan, 2015).

Research area means a location within a licensed research section used for the cultivation, planting, growth, handling, harvesting, conditioning, storage, distribution, transporting, or processing of industrial hemp plants, plant parts, grain, or seeds (Octiva, 2018; Pandia et al., 2018; Pandiangan et al., 2022). This research was conducted at XYZ Junior High School, Serpong Utara. The time of the study was carried out from January 2020 to May 2020 which involved samples from the total population studied. The population in question is full-time education staff at XYZ Junior High School, Serpong Utara who are Indonesian citizens and total 44 people.

The data was processed numerically, so the data collection instrument used a questionnaire to obtain primary data (Pandiangan et al., 2018; Pandiangan et al., 2021). The questionnaire distributed is anonymous. That way, respondents have the flexibility and without pressure in answering questions.

The device that will be used to perform the analysis using the partial least square-structural equation modeling (PLS-SEM) approach is the SmartPLS software. PLS is a component or variant-based SEM (Octiva et al., 2021; Pandiangan et al., 2022). SEM is one of the fields of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously (Tobing et al., 2018; Pandiangan, 2018; Pandiangan, 2022).

IV. Results and Discussion

4.1 Hypothesis Test Results

In this study, hypothesis testing was carried out using SmartPLS by looking at the path coefficient value. Based on this value, the hypothesis will be declared accepted or rejected. The provisions used are if the path coefficient value (p) is greater than zero ($p > 0$), then the hypothesis is supported. On the other hand, if the path coefficient value is less than zero ($p \leq 0$) then the hypothesis is not supported. Table 1 presents the results of hypothesis testing based on the patch coefficient values as follows:

Table 1. Hypothesis Test Results

Hypothesis	Path	Path Coefficient	Results
H ₁ : Servant leadership has a positive effect on employee engagement.	Servant Leadership → Employee Engagement	0.340	Supported
H ₂ : Person-organization fit has a positive effect on employee engagement.	Person-Organizational Fit → Employee Engagement	0.015	Supported
H ₃ : Job satisfaction has a positive effect on employee engagement.	Job Satisfaction → Employee Engagement	0.470	Supported

Source: Data Processing Results (2020)

The results of the study show that servant leadership has a positive effect on employee engagement. Person-organization fit has a positive effect on employee engagement. Job satisfaction has a positive effect on employee engagement.

4.2 Indirect Effect Test Results

To describe the results of hypothesis testing on the influence of two variables, namely the independent variable which is servant leadership and person-organization fit on the dependent variable, namely employee engagement mediated by job satisfaction, the results of the indirect effect test will be presented in Table 2:

Table 2. Indirect Effect Test Results

Hypothesis	Path	Indirect Effects	Results
H ₄ : Servant leadership has a positive effect on employee engagement mediated by job satisfaction.	Servant Leadership → Job Satisfaction → Employee Engagement	0.208	Supported
H ₅ : Person-organization fit has a positive effect on employee engagement mediated by job satisfaction.	Person Organization Fit → Job Satisfaction → Employee Engagement	0.206	Supported

Source: Data Processing Results (2020)

V. Conclusion

The results of the study show that servant leadership has a positive effect on employee engagement. Person-organization fit has a positive effect on employee engagement. Job satisfaction has a positive effect on employee engagement. Servant leadership has a positive effect on employee engagement mediated by job satisfaction. Person-organization fit has a positive effect on employee engagement mediated by job satisfaction.

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