

Field Survey Servant Leadership and Perceived Organizational Support for Job Satisfaction through Work Engagement at PT Telkom Indonesia Tbk OPHAR DWS & NITS in Region III (East Java)

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Abstract

This study aims to examine the influence of servant leadership and perceived organizational support on job satisfaction through work engagement at PT Telkom Indonesia TBK OPHAR DWS & NITS in Regional III (East Java). The population in this study were employees of PT Telkom Indonesia Tbk - OPHAR DWS & NITS in Regional III (East Java). The sampling technique used random sampling on employees of PT Telkom Indonesia Tbk - OPHAR DWS & NITS in Regional III (East Java) with a work period of ≥ 1 year totaling 148 people. Primary data were obtained from questionnaires, while secondary data through literature studies such as books and journals as supporting data sources. The data processing testing process was carried out using SPSS software version 25. The results of the study are: 1) Servant leadership and perceived organizational support significantly have a positive effect on work engagement; 2) Servant leadership, perceived organizational support, and work engagement are proven to have a positive and significant effect on job satisfaction; 3) The results of the mediation test indicate that work engagement significantly mediates the relationship between perceived organizational support and job satisfaction, but does not significantly mediate the relationship between servant leadership and job satisfaction.

Keywords: Job Satisfaction, Perceived Organizational Support, Servant Leadership, Work Engagement.

1. Introduction

An organization is a collection of individuals with diverse behaviors who share a common goal. To carry out its activities, an organization requires coordination and synergy between its members. members so that goals can be achieved effectively and efficiently. Human resources (HR) play a central role in determining organizational success, as they are the primary drivers of every organizational process. Therefore, organizations require competent and highly committed HR to optimally carry out their duties and responsibilities. In other words, organizations or companies must be able to improve employee performance to achieve their goals (Linda et al., 2019).

In an effort to optimize HR performance, an approach to work engagement is a strategic key. Work engagement is a positive psychological state demonstrated by employees in carrying out their work. Employees with high levels of engagement typically demonstrate passion, enthusiasm, and full concentration on their tasks. (Djoemadi et al., 2019) define work engagement as a positive and satisfying state of mind, characterized by three dimensions main

that is: vigor (Spirit), dedication (dedication/ enthusiasm), and absorption (full concentration). Vigor refers to high levels of energy and mental resilience at work. Dedication is characterized by a sense of ownership, pride, and inspiration for one's work. Meanwhile, absorption indicates the extent to which someone is completely immersed in their work to the point of losing track of time (Jufrizen et al., 2024).

High levels of work engagement have been shown to positively impact various aspects of an organization, including improved performance, productivity, innovation, and employee loyalty. Recent studies have revealed that engaged employees not only demonstrate higher performance but are also less likely to be absent or leave the organization. In fact, work engagement has been linked to improved future task performance and innovative work behavior. Therefore, maintaining and enhancing employee engagement is a crucial agenda for organizational management (Ayuningtias et al., 2019 :11).

The phenomenon of low work engagement in a number of sectors in Indonesia, including public service institutions and private education, is a serious concern because it has a direct impact on the achievement of strategic organizational targets such as Management Contracts (KM), Key Performance Indicators (KPI), and Objectives and Key Results (OKR). According to a 2022 Gallup survey, only 21% of employees in Indonesia are truly actively engaged in their work, while the rest are at low levels of engagement or even not engaged at all (actively disengaged). This low level of work engagement poses a significant challenge, as employees who are not emotionally and cognitively engaged tend to work only to fulfill basic obligations without maximizing their contribution to teamwork or organizational targets (PECD. 2023).

In the context of the Telkom Group, despite explicitly implementing the principle of gender equality through a 2014 Board of Directors' Decree on Business Ethics, the employee composition is still dominated by men. This is more due to the characteristics of the telecommunications industry, which generally favors men, rather than discriminatory policies. However, an imbalanced gender balance and perceptions of dominance can influence the work climate, which ultimately impacts employee engagement in achieving job satisfaction.

High work engagement has been shown to positively contribute to various indicators of organizational success, such as increased productivity, innovation, customer satisfaction, and reduced turnover. In terms of KPI achievement, for example, engaged employees are more likely to complete tasks according to established standards and even exceed expectations. Similarly, in achieving OKRs, strong engagement encourages individuals to be more aligned with organizational goals and actively participate in achieving key results. Conversely, dissatisfaction with leadership style, minimal organizational support, and disproportionate workloads, as reported by the Ministry of Manpower, are key factors that undermine engagement and trigger high turnover rates of up to 18% per year in the private education sector.

This finding is supported by Aseanty et al. (2022; 10), who found that employee perceptions of non-participatory leadership and minimal organizational support impact low work engagement. Therefore, this study is important to empirically test the influence of servant leadership and perceived organizational support on job satisfaction and explore the mediating role of work engagement in this relationship.

This situation demonstrates that improving work engagement is not only important for employee well-being but also strategic in the context of organizational performance management. Telkom Group and other organizations need to continue strengthening their culture of servant leadership, increasing perceived organizational support, and creating an inclusive and potential-focused work environment. With high work engagement, an organization's chances of achieving its KM, KPI, and OKR will increase sustainably, while simultaneously creating an adaptive and competitive workplace to face future industry challenges.

Based on the above phenomena, this study reveals a gap in employee work engagement levels in many organizations, which remains relatively low. One of the main causes is the leadership approach and the lack of organizational support perceived by employees. The leadership role is crucial in building sustainable work engagement. (Andriana & Ardi, 2022) states that the way leaders handle issues and interact with employees directly impacts employee engagement in their work.

Effective leaders not only direct and supervise, but also inspire, provide emotional support, and serve as role models for their subordinates. In this context, servant leadership has become an increasingly relevant approach and is gaining widespread attention. (Dami et al., 2022) introduced servant leadership as a leadership style that emphasizes service to team members and their development as individuals. A servant leader focuses on the well-being and growth of their subordinates, rather than simply pursuing results.

Servant leadership has a number of key characteristics, such as empathy, listening, self-awareness, persuasion, conceptualization, and a commitment to developing others. (Putri & Setyaningrum, 2023). Research shows that this leadership style can create a supportive and empowering work environment, which in turn increases work engagement. Organizations that implement servant leadership generally experience higher levels of job satisfaction and employee loyalty. Furthermore, servant leadership is positively associated with individual performance, team effectiveness, and organizational success (Hakim, 2022:9).

In addition to leadership style, perceived organizational support (POS) is also a significant factor influencing work engagement. POS refers to the extent to which employees feel the organization values their contributions and cares about their well-being. When employees feel supported by the organization, they exhibit greater loyalty, increased motivation, and deeper engagement in their work. This perceived support can take the form of recognition for work performance, attention to work-life balance, and the provision of training and career development (Claudia, 2018).

Previous research has shown that POS has a significant relationship with work engagement, where the higher the level of perceived support, the higher the level of employee work engagement. Furthermore, POS is also an important indicator of a healthy organizational culture, where two-way communication, a sense of fairness, and individual recognition are integral parts of the organization (Amalia & Kusumapradja, 2024).

Job satisfaction is also a major determinant of work engagement. Employees who are satisfied with their working conditions tend to exhibit higher motivation, stronger loyalty, and greater levels of work involvement. Job satisfaction reflects the extent to which a person feels happy or satisfied with their job, which includes aspects such as salary, promotions, and interpersonal

relationships. individual, and overall working conditions. The positive relationship between job satisfaction and work engagement has been proven in various studies (Manurung, 2023:22).

Furthermore, previous studies have focused more on direct variables, without considering the mediating effect of work engagement. Therefore, this research is important to address this gap and provide data-based recommendations for developing improvement strategies. Human capital -based engagement in the East Java Regional PT Telkom Indonesia environment (Interview, 2025).

Although various previous studies have examined the relationship between servant leadership, perceived organizational support, work engagement and job satisfaction separately or in limited combinations, there are still A research gap exists regarding how these three factors simultaneously influence job satisfaction in the context of organizations in the post-pandemic work era and increasingly dynamic work environments. Especially in sectors experiencing digital disruption and changes in organizational culture, such as the creative, technology, and service industries, studies integrating these three variables are still limited. Most previous research has focused on only one or two variables, without considering the holistic relationship and possible moderating or mediating influences between them (Febrian, 2023; 17).

In addition, most research on servant leadership and work engagement still focuses on the context of Western countries or large industries, so there is a need for further research in the context of Asian cultures, especially Indonesia, which has different organizational characteristics and relationships between employees. Culturally different individuals. Thus, it is important to conduct research that examines the relationship between servant leadership, perceived organizational support, work engagement, and job satisfaction. comprehensively within a single model framework, and testing the direct and indirect influence of each variable on job satisfaction (Zumrah & Boyle, 2015).

novelty of this research lies in the integration of three important factors, namely servant leadership, perceived organizational support, and work engagement. in explaining and predicting the level of job satisfaction comprehensively. In addition, this research also contributes to expanding the scope of servant leadership studies in the context of organizational activities. organization, as well as testing the role of work engagement as a mediator between servant leadership and perceived organizational support. This research is expected to provide theoretical insights and practical implications for developing HR management strategies, particularly in creating a supportive, healthy, and growth-oriented (Li et al., 2020).

By understanding how servant leadership can influence perceptions of organizational support and employee job satisfaction, organizations can design more effective interventions to improve job satisfaction. Furthermore, the results of this study can serve as a basis for managerial policymaking, particularly in leadership development, employee welfare programs, and employee bonding. supportive (Ratnasari et al., 2023).

Overall, this research aims to address the challenges of modern organizations in improving job satisfaction through a more humanistic and collaborative leadership approach. Thus, organizations focus not only on short-term results but also on developing human resources as a strategic long-term asset. In an increasingly complex and competitive work environment, work engagement not just an option, but an urgent need for organizations to remain relevant so that reach satisfaction Work (Putri & Kusuma, 2022).

2. Literature Review

Servant leadership

According to (Garg et al., 2018:60), a good leader is those who prioritize the needs of others and strive for help they reach potential The best. The characteristics of servant leadership behavior grow from an individual's values and beliefs. Servant leadership is a leadership style that cares about the growth and dynamics of the lives of followers or employees, themselves, and the communities they participate in, starting from an inner desire to serve (Ali & Anwar, 2021). Characteristics of servant leadership include empathy, listening, and a commitment to helping others reach their potential (Aulia et al., 2024).

Perceived Organizational Support

Perceived support from the organization or perceived organizational support (POS). POS is a psychological state regarding the extent to which employees believe that the organization values their contributions and cares about their well-being and meets their socio-emotional needs (Aulia et al. al., 2024). If organizational leaders appreciate employees' contributions and show concern for their well-being, listen to their opinions, show concern, treat them fairly, and provide pleasant working conditions for them, then a sense of reciprocity or appropriate rewards will arise (Limbong & Saragih, 2023).

Work engagement

Work engagement is a positive state of mind for an individual at work, characterized by enthusiasm, dedication, and absorption. Modern organizations today focus on customer satisfaction, employee motivation, empowerment, and personal responsibility. In short, organizations focus on human resource management. This indicates that organizations need employees to be highly engaged in their work (Pradipta & Pusparini, 2024). The theory of attitude reformulation (Li et al., 2020) is relevant, as it emphasizes the individual's assessment of something, triggering an affective emotional response and leading to change their behavior.

Job satisfaction

Job Job satisfaction is defined as a positive emotional state that occurs when the rewards received from work match or exceed expectations (Lee and Kim, 2023). Satisfaction is defined as a happy or good emotional state caused by the evaluation of one's work or professional experience (Aung et al., 2023). Job Job satisfaction is an individual's overall affective orientation towards their current job role (Wasonga & Yohannes, 2021). Satisfaction is a very good feeling resulting from a comprehensive evaluation of characteristics but in accordance with work performance (Hermawan & Riani, 2023). Alif et al., (2023) defines Job satisfaction as the extent to which they feel satisfied with their job, Job Satisfaction is also a person's emotional response to a work situation.

The following conceptual framework is formed to explain the phenomenon of the relationship between each variable so that it can show a logical and rational picture.

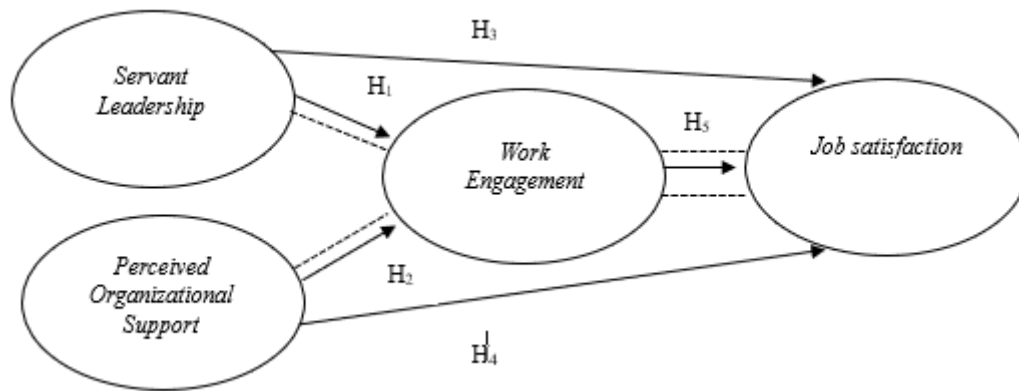


Figure 1. Framework Conceptual Study

3. Method

Understanding the conditions where the research is conducted for the purpose of preparation related to the implementation of the research. This research was conducted at PT Telkom Indonesia Tbk - OPHAR DWS & NITS in Regional III (East Java)" was conducted at the PT Telkom Indonesia Tbk Office within the scope of Regional III (East Java). The population in this study was employees of PT Telkom Indonesia Tbk - OPHAR DWS & NITS in Regional III (East Java) was 169 people. The sampling technique used was random sampling. produce more in-depth and specific data. The sample in this study used 148 employees of PT Telkom Indonesia Tbk - OPHAR DWS & NITS in Regional III (East Java) with a work period of ≥ 1 year. This study used primary data through a Google Form questionnaire distributed to employees according to the sampling method that had been determined with the research scale survey method. In this study, a Likert scale was used. The testing process was carried out using SPSS version 25 software for multiple linear regression analysis. Hypothesis testing used the t-test and f-test. Moderated Regression Analysis (MRA) and the Sobel test for mediation hypothesis testing.

4. Results and Discussion

1. Descriptive Statistics

As defined by Ghozali (2018), descriptive statistics provide data insights through measures such as mean, standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewness. Descriptive statistical tests help summarize research data for these research variables, allowing researchers to gain clearer insights into the data, enabling them to make more informed decisions.

Table 1 Descriptive statistical test results

	N	Minimum	Maximum	Mean	Standard Deviation
Servant Leadership	148	16.00	80.00	61.2703	11.67333
POST	148	10.00	50.00	37.9730	7.25619
Work Engagement	148	10.00	40.00	33.6689	5.34572
Job Satisfaction	148	41.00	90.00	73.6014	11.67166
Valid N (listwise)	148				

The Servant Leadership variable has a minimum value of 16.00 and a maximum of 80.00, with a mean of 61.27 and a standard deviation of 11.67. This average value is quite high, as most respondents perceive that servant leadership is quite strong in their organization. Furthermore, the Perceived Organizational Support variable has a minimum value of 10.00, a maximum of 50.00, with a mean of 37.97 and a standard deviation of 7.26. This relatively high average value indicates that employees generally feel that the organization provides support for their well-being and needs. For the Work Engagement variable, a minimum value of 10.00, a maximum of 40.00, with a mean of 33.67 and a standard deviation of 5.35 was obtained. This indicates that most respondents showed a high level of work engagement. Meanwhile, the Job Satisfaction variable shows a minimum value of 41.00, a maximum of 90.00, with an average value of 73.60 and a standard deviation of 11.67. The high average indicates that the majority of employees are satisfied with their jobs.

Validity Test

Validity testing refers to the extent to which an instrument accurately measures the intended variable, ensuring that each indicator truly reflects the construct it represents (Hair et al., 2010).

Table 2. Validity test results

Variables	Indicator	R count	Information
Servant Leadership	SL1	.476	Valid
	SL2	.530	Valid
	SL3	.472	Valid
	SL4	.512	Valid
	SL5	.471	Valid
	SL6	.580	Valid
	SL7	.512	Valid
	SL8	.452	Valid
	SL9	.507	Valid
	SL10	.519	Valid
	SL11	.462	Valid
	SL12	.543	Valid
	SL13	.525	Valid
	SL14	.551	Valid
	SL15	.473	Valid
	SL16	.468	Valid
Perceived Organizational Support	POS1	.534	Valid
	POS2	.487	Valid
	POS3	.489	Valid
	POS4	.493	Valid
	POS5	.360	Valid
	POS6	.481	Valid
	POS7	.438	Valid
	POS8	.524	Valid
	POS9	.491	Valid
	POS10	.433	Valid
Work Engagement	WE1	.304	Valid
	WE2	.347	Valid
	WE3	.339	Valid

	WE4	.378	Valid
	WE5	.351	Valid
	WE6	.232	Valid
	WE7	.351	Valid
	WE8	.319	Valid
Job Satisfaction	JS1	.348	Valid
	JS2	.449	Valid
	JS3	.349	Valid
	JS4	.461	Valid
	JS5	.504	Valid
	JS6	.353	Valid
	JS7	.441	Valid
	JS8	.448	Valid
	JS9	.420	Valid
	JS10	.430	Valid
	JS11	.411	Valid
	JS12	.404	Valid
	JS13	.215	Valid
	JS14	.564	Valid
JS15	.357	Valid	
JS16	.322	Valid	
JS17	.343	Valid	
JS18	.400	Valid	

Based on the description above, items with a calculated r value $>$ r table (0.160) are declared valid where all indicators are declared valid.

Reliability Test

To evaluate construct reliability, a consistency check was conducted to ensure uniformity of responses related to each variable (Hair et al., 2021). Cronbach's Alpha was used as a reliability coefficient, with values above 0.60 indicating questionnaire items were considered reliable.

Table 3 Reliability test results

Cronbach's Alpha	N of Items
.930	52

Based on the results of the reliability test shown in Reliability Statistics table, obtained Cronbach's Alpha value is 0.930 where own level very high reliability.

Classical Assumption Test

a. Normality Test

The normality test is used to check whether each variable follows a normal distribution. There are two ways to detect whether data is normally distributed: visual inspection and statistical evaluation.

Table 4. Results of normality test

		Unstandardized Residual
N		148
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	7.64294488
Most Extreme Differences	Absolute	.144
	Positive	.071
	Negative	-.144
Test Statistics		1,144
Asymp. Sig. (2-tailed)		.379c

Because the significance value is greater than 0.05, it can be concluded that the residual data is statistically normally distributed. This means that the assumption of residual normality in the regression is met, making the regression model suitable for further inferential analysis, such as testing the significance of the regression coefficients or testing the influence between variables.

b. Multicollinearity Test

Multicollinearity test is useful for determining whether a regression model contains a correlation between independent variables. A good regression model is one that does not contain a correlation between independent variables or does not exhibit multicollinearity.

Table 5. Results of multicollinearity test

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	17,501	5,902			
Servant Leadership	.182	.099	.091	.309	3,235
Perceived Organizational Support	.118	.160	.735	.306	3,272
Work Engagement	.635	.122	.749	.969	1,032

The unstandardized coefficient (B) for Servant Leadership is 0.182 with a standard error of 0.099. This indicates that although servant leadership contributes to job satisfaction, its unique contribution may overlap with other variables in the model. The B coefficient for Perceived Organizational Support is 0.118, and its standard error is 0.160, resulting in a standardized beta of 0.735. Perceived Organizational Support demonstrates strong predictive power in this model and may mediate or interact with other engagement-related variables. Job Engagement has the most significant influence on job satisfaction. The B value is 0.635, with a low standard error of 0.122, and a very high standardized beta coefficient of 0.749. This confirms that Job Engagement is a strong and unique predictor in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another in the regression model. In this study, the heteroscedasticity test uses the Spearman's rho test and a scatterplot graph.

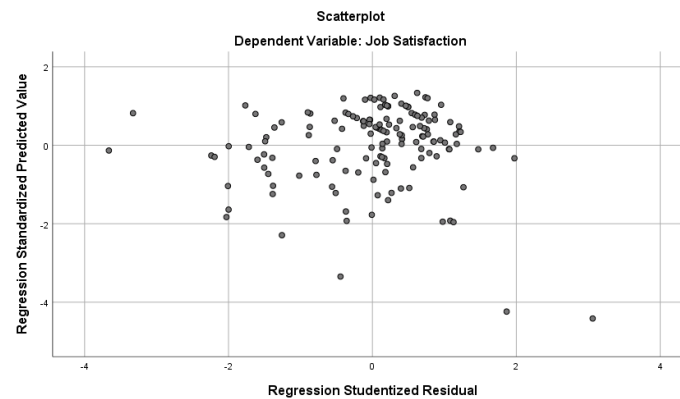


Figure 1. Heteroscedasticity test graph

Based on this scatterplot, it can be concluded that the regression model meets the assumptions of homoscedasticity and linearity. The residuals are randomly distributed and show no particular pattern, thus the model is deemed adequate for further analysis.

Autocorrelation Test

The autocorrelation test aims to test whether there is a correlation between the nuisance error in period t and the nuisance error in period $t-1$ in the linear regression model. The following are the results of the autocorrelation test in this study.

Table 6 Autocorrelation test results

Model	Standard Error of the Estimate	Durbin-Watson
1	7,789	1,730

Since the Durbin-Watson value of 1.730 falls within the range of 1.5–2.5, it can be concluded that there is no significant autocorrelation in this regression model. Thus, the assumption of residual independence is met.

Hypothesis Testing

Multiple linear regression analysis aims to predict or determine the influence of the relationship between dependent variables and independent variables.

a. Partial T-Test

The t -test or partial regression coefficient test aims to show how far an independent variable individually influences the dependent variable.

Table 7. Partial t -test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17,501	5,902		2,965	.004
Servant Leadership	.182	.099	.091	9,147	.003
Perceived Organizational Support	.118	.160	.735	7,390	.004
Work Engagement	.635	.122	.749	13,394	.000

a. Dependent Variable: Job Satisfaction

Coefficient For Leadership Waiter is 0.182 with t- value 9.147 and significance (p- value) $0.003 < 0.05$, Leadership Waiter influential to Satisfaction Job. The coefficient for Perceived Organizational Support is 0.118, with a t-value of 7.390 and a p-value of 0.004. <0.05 , a positive effect on job satisfaction. The most influential variable in this model is Job Engagement, with a coefficient of 0.635, a very high t-value of 13.394, and a significance of 0.000, well below 0.05. This shows very strong statistical evidence that job engagement significantly influences job satisfaction.

b. Simultaneous F Test

The F test is used to determine whether the independent variables, together or simultaneously, have a significant effect on the dependent variable. This F test results:

Table 8 Results of simultaneous F test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11287.617	3	3762,539	62,007	.000b
	Residual	8737.863	144	60,680		
	Total	20025.480	147			

Based on the results of the F ANOVA test analysis (Analysis of Variance), obtained by Servant Leadership, Perceived Organizational Support and Work Engagement has a simultaneous effect on the dependent variable Job Satisfaction.

c. Test of the Coefficient of Determination

The purpose of the coefficient of determination test is to measure the extent to which the independent variable is able to explain variations in the dependent variable.

Table 9. Results of the coefficient of determination test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.751 ^a	.564	.555	7.78971

R-square value of 0.564 indicates that 56.4% of the variation in job satisfaction can be explained by the three predictor variables in the regression model. Meanwhile, the remaining 53.6% is explained by variables outside the model. Furthermore, the adjusted R- square value of 0.555 indicates that the adjustments have taken into account the number of predictor variables and sample size, strengthening the model's reliability.

MRA Test

Moderated Regression Analysis (MRA) was used to test the effect of interactions between moderating variables on the relationship between servant leadership and perceived organizational support with job satisfaction.

Table 10 MRA test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-18,346	25,300		-.725	.470
Servant Leadership	.666	.850	.666	7,832	.004

Perceived Organizational Support	.122	1,462	.075	8,362	.003
Work Engagement	.268	.733	1,231	3,664	.000
SL_WE	.162	.023	.677	7,026	.004
POS_WE	.108	.040	-.028	2,695	.036

a. Dependent Variable: Job Satisfaction

Based on the results of multiple linear regression analysis with interaction (moderation) on the dependent variable Job Satisfaction, it was found that several independent variables and interactions showed a significant influence, both directly and as moderators.

Sobel test

As part of the analysis of mediation relationships in the Moderated Regression Model (MRA), a Sobel Test was conducted to test the significance of the role of work engagement as a mediator in the relationship between servant leadership towards job satisfaction. The calculation is based on the regression coefficient and standard deviation values. error from servant relationship leadership towards work engagement ($a = 0.596$; $SEa = 0.773$) and work relationships engagement with job satisfaction ($b = 2.265$; $SEb = 0.655$).

$$Z1 = (-0.1637/0.0022) / \sqrt{(0.0022^2 \cdot 0.073^2) + (-0.1637^2/0.0197^2)}$$

$$Z1 = 0.115$$

$$Z2 = (0.0260/0.0022) / \sqrt{(0.0022^2 \cdot 0.071^2) + (0.0260^2/0.0197^2)}$$

$$Z2 = 0.115$$

Sobel formula, the calculated Z value of 0.115 is smaller than the Z table of 1.96 (at a significance level of 5%), that work engagement does not significantly mediate the servant relationship leadership towards job satisfaction. Thus, even though servant leadership has a direct positive influence on jobs satisfaction, work role engagement as a mediator is not statistically significant, according to the results of the Sobel Test. This shows that the influence of servant The influence of leadership on employee job satisfaction is not entirely through work involvement, but rather through direct channels or other factors outside the model.

Discussion of Research Results

a. Servant leadership has a positive impact on work engagement

The results of this study indicate that servant leadership has a positive and significant influence on work engagement. This finding is consistent with the social exchange theory approach proposed by Blau (1964), which states that reciprocal relationships between superiors and subordinates, when based on good intentions and concern, will encourage individuals to make extra contributions to the organization through deeper involvement in their work. The research results are supported by Hasan et al. al. (2021) in a study in the Bangladeshi hospitality sector, that servant leadership significantly improves work engagement. In addition, Zhou et al. (2022) emphasized that the influence of servant leadership towards work Engagement can be strengthened by subordinates' trust.

b. Perceived organizational support has a positive influence on work engagement

The results of the analysis in this study show that Perceived Organizational Support (POS) has a positive and significant influence on Work Engagement (WE). This finding is consistent with

Job theory. Demands – Resources (JD R) which states that POS is a source of work (job resource) that encourages individuals to persist despite facing high work demands. Recent literature supports these findings. For example, a study by Sulistyawati & Sufriadi (2020) on hospital employees showed that POS had a positive effect on WE. In a different context, research by Saputra et al. al. (2023) in the tourism company environment in Bali found that POS was proven to significantly increase WE and well-being, with strong WE mediation.

c. Servant Leadership has a positive influence on Job satisfaction

The results of this study indicate that servant leadership has a positive and significant influence on job satisfaction (job satisfaction). This finding is in line with Nguyen et al. (2021) examined the service sector in Vietnam and found that servant Leadership is positively related to intrinsic motivation, which in turn increases job satisfaction; the mediators are empowerment and trust. Similarly, Alfaqih & Ababneh (2022) showed a direct relationship between servant leadership and job Satisfaction with positive work environment indicators and strengthening WE's role as a mediator. The concept is in line with Self-Determination theory. Theory, leaders maintain freedom, a sense of competence, and connectedness among employees creating a sense of psychological well-being. need, which automatically creates satisfaction with their role.

d. Perceived organizational support has a positive impact on Job satisfaction

The findings of this study indicate that Perceived Organizational Support (POS) has a positive and significant effect on job satisfaction (job satisfaction), which aligns with the concept that when employees perceive the organization as attentive to their needs, well-being, and contributions, job satisfaction tends to increase. These results are consistent with a study by Kim, Park, & Rhee (2022) in the Korean manufacturing sector, which reported that POS directly significantly increased job satisfaction. Furthermore, Li & Yang (2024) found that POS's effectiveness on job satisfaction in a post-COVID hybrid working environment actually increased.

e. Work engagement has a positive and significant effect on Job satisfaction

The findings of this study confirm that Work Engagement (WE) has a positive and significant influence on Job Satisfaction, where increasing emotional attachment, dedication, and vigor of employees towards their tasks have a direct impact on the level of satisfaction in work. The high regression coefficient indicates that WE is the strongest predictor compared to other independent variables, in line with the research of Bakker and Oerlemans (2020) which confirmed in a meta-study that WE consistently contribute greatly to job satisfaction in various sectors. A study conducted in the education and health industries in Thailand by Viriyavipart & Kownom (2024) confirmed that intervention programs to increase WE such as coaching and support groups are able to increase job satisfaction.

f. Work engagement mediates Servant leadership with Job satisfaction

Findings study This support hypothesis moderation that Work Engagement (WE) strengthens connection positive between Servant Leadership (SL) and Job Satisfaction (JS). Research by Liden et al. (2021) found in studies cross industry that WE moderate connection between leadership transformative (similar to SL) and satisfaction work, such appearance that effect leadership more dominant at the level attachment low, while employee high WE still satisfied

even though leadership not very serving. The results of a meta- analysis by Gupta & Mishra (2022) also support existence interaction negative similar between leadership supportive and satisfying when attachment Work high; however, they highlight need existence balance between support leaders and initiatives employees. At the level theory, thing This can explained by Self-Determination Theory, which shows that employee with high WE Already get need psychological they.

f. Work engagement mediating Perceived organizational support with Job satisfaction

The results of the regression model analysis which includes the interaction between Perceived Organizational Support (POS) and Work Engagement (WE) towards Job Satisfaction (JS) significantly supports the moderation hypothesis. This finding is in line with Job Performance theory. Demands – Resources (JD R) which explains that job resources POS, for example, functions optimally when employees have sufficient energy, dedication, and focus to utilize that support effectively. Research by Albers & Geerts (2021) in the Dutch banking sector shows a similar pattern: organizational support increases satisfaction, particularly for employees who exhibit high levels of WE; whereas POS has a limited effect on employees with low WE. Theoretically, through Conservation of Resources (COR) Theory employees who already high on resources (WE) positive effects of resources additional (POS) for their welfare.

5. Conclusion

Based on the results of data analysis and discussion in this study, it can be concluded that concluded: 1) Servant leadership and perceived organizational support has a significant positive effect on work engagement,; 2) Servant leadership, perceived organizational support and work engagement has been proven to have a positive and significant impact on job satisfaction ; 3) The results of the mediation test indicate that work engagement mediates the perceived relationship organizational support for the job satisfaction, but does not mediate the servant relationship leadership towards job satisfaction. Future research is recommended to use longitudinal or experimental designs to test causal relationships more deeply, particularly the mediating role of work engagement. Other moderating variables such as trust in leadership, organizational culture, or psychological work climate related to these variables should be explored.

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