

# The Relationship Between Servant Leadership, Employee Engagement, Burnout And Job Satisfaction At PT Pertamina Mor VI

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*Abstract: In the most recent decade, because of ongoing difficulties for administration, a rising stream of scholarly examinations has concentrated on authority types established in moral, star social or individuals focused practices, and specifically on worker initiative. There are a few examinations led in different nations that appear about worker initiative. There is some examination that demonstrates to us the relationship Servant Leader can impact adherents and gives fundamental help to its focal introduce, that Servant Leadership does in reality impact authoritative results by the way toward fulfilling devotees. . Our goal was to examine in a representative working environment, how servant leadership has its impact on Employee Engagement, Burnout and Job Satisfaction and correlation from each variable to another. Leadership continues to be an exciting focus of research given that leaders bear the responsibility for influencing their employees' adoption of evolving organizational values, attitudes and goals. In this study, we approach from Servant Leadership. Yet with the increase in distrust in leaders in our political and corporate worlds, it is timely and stimulating to focus on a form of leadership that is not power-driven and self-serving, especially in this case that use PT Pertamina MOR VI as a case study.*

*Keywords: Servant Leadership, Burnout, Employee Engagement, Job Satisfaction.*

## I. INTRODUCTION

In the most recent decade, because of ongoing difficulties for administration, a rising stream of scholarly examinations has concentrated on authority types established in moral, star social or individuals focused practices, and specifically on worker initiative (van Dierendonck, 2011). Servant authority is described by an emphasis on supporters' development and strengthening, and on pioneers' benevolence, sympathy, feeling of morals and network stewardship. Worker authority examine is still in its beginning periods and to pick up authenticity as a standard administration hypothesis, inquire about must clear up the procedures clarifying how an initiative style with such an express spotlight on adherents' needs and actuating positive individual results can help accomplish authoritative goals (Chiniara & Bentein, 2016).

The birthplace of hireling authority idea was built by the first conceptualized of worker administration by Robert Greenleaf and the authentic figures of Jesus Christ. Robert Greenleaf put the "incredible" meaning of initiative by worker administration through serves first, not lead (Dierendonck, 2011). Pioneer who put the word chief as their status will regard his representative as a worker and he doesn't realize how to manage that. It is diverse with individuals who act as a pioneer (Andre & Lantu, 2015). From the right on time of worker initiative idea being presented by and by and the scholarly world, there some improvement of the hypothesis itself. A few papers endeavored to understand the separation the idea of worker authority and the other administration idea, the other specialist attempted to analyzing how to gauge the hireling initiative trademark (Dierendonck, 2011).

Hireling initiatives imply that sort of administration which acts like the worker who serves the majority of the

general population in the association. Truth be told the center of the hiring administration is the pioneer must take care of the majority of his workers. Greenleaf feels that the authority must originate from the activity of every person. Moreover, Greenleaf said in his book that hiring administration originates from the vibe that individuals need to serve other individuals to serve. Henceforth, their cognizance will convey him to go about as a pioneer. Besides, Leader must have the capacity to change other individuals in light of the fact that their mentality and magnetism. These distinctive ideas between hiring authority and another sort of administration are in the worker initiative pioneer act like a hiring who cares with other individuals and the need of his activity is to serve other individuals. (Andre & Lantu, 2015). Recognize seven measurements that adequately catch the fundamental attributes of workers head: enthusiastic recuperating, enabling, helping subordinates develop and succeed, putting subordinates first, making an incentive for the network, having theoretical aptitudes, and carrying on morally (Chiniara & Bentein, 2016).

Hierarchical pioneers are looking for approaches to build laborer duty and fulfillment. Speculations of occupation fulfillment and authoritative responsibility have suggestions for how pioneers identify with supporters in an association. For instance, if work fulfillment is a result of meeting distinctive persuasive needs inside the representative. The worker initiative is an administration style that is emphatically identified with occupation fulfillment, which is characterized as a pleasurable or positive passionate state coming about because of the examination of one's activity and professional adventures (Maharaj, 2015).

Truth be told, based of some exploration there is effect from Servant Leadership on Organization Commitment, Organizational Culture Behavior and worker execution (Harwiki, 2016), on the off chance that investigations of medical attendant conduct and fulfillment have an emphatically impact adherents just as those they serve (Neubert, Hunter, & Tolentino, 2016).

Worker initiative, work self-rule, and occupation fulfillment is critical ideas for representatives by and large paying little heed to the sort of employment they are performing and the place they are living. Occupation fulfillment is imperative for the people themselves and their personal satisfaction. Additionally, fulfilled representatives are imperative for their working environment just as for their locale. Thusly, expanded information about frames of mind towards these ideas among occupants of a little network can build our comprehension about work life of individuals in a little network and give learning about potential enhancements in the zone. (Kaminska, 2016).

The authentic research demonstrates that various researchers have been keen on understanding the nature, indicators, and outcomes of worker duty towards an association. Hierarchical responsibility is very important in light of the fact that when it is manufactured, it would prompt different positive authoritative results. As indicated by Chughtai and Zafar (2006), cultivating hierarchical responsibility among representatives is exceptionally basic, in light of the fact that representatives who are exceptionally dedicated toward their associations are probably going to

remain longer, have better execution, furthermore, they will in general, be exceptionally included at work environment. Besides, dedicated workers demonstrate their unwaveringness and move toward becoming beneficial people in their associations (Dey, Kumar, and Kumar, 2014). Subsequently, such representatives show uplifting demeanor towards hierarchical objectives and values and are probably going to create positive work conduct. Along these lines, representative responsibility is connected with a few alluring conduct results, for example, worker retention, presence, execution, nature of work, and a disregard for one's own needs for the best enthusiasm of the association to make it successful (London, 1983; Randall, 1990).

Burnout mirrors a relationship of threatening vibe and distance between the individual and his/her activity, the inverse of which is a commitment, a relationship of compromise and acknowledgment (Schaufeli, Martínez, Pinto, Salanova, and Bakker, 2002). At first, burnout was considered to happen just among people who worked with other individuals, however, at this point, the idea of burnout additionally incorporates scholastic life. Understudy exercises, for example, going to classes, submitting assignments, working with due dates and working extended periods of time can be viewed as work, in spite of the fact that the understudies are definitely not utilized (Law, 2007).

Regarding these all statement and conclusion, this research tries to provide an additional contribution to the studying of this relationship that focuses to the relationship between servant leadership, employee engagement, burnout and job satisfaction at PT Pertamina Marketing Operation Region VI, one of government organization in Indonesia (BUMN).

## II. PROBLEM STATEMENT

There are a few examinations led in different nations that appear about worker initiative. There is some examination that demonstrates to us the relationship Servant Leader can impact adherents and gives fundamental help to its focal introduce, that Servant Leadership does in reality impact authoritative results by the way toward fulfilling devotees (Chiniara & Bentein, 2016). Servant initiative adds to a workplace that advances the temperance of serving others and in which adherents need to remain. These supporter results are basic to any association that endeavors to diminish turnover expenses and improve worker execution, collaboration, and advancement capacities. As a result of these positive outcomes, more associations may consider choosing for and developing worker administration characteristics among their directors (Erkutlu & Chafta, 2015). Therefore some exploration discovered proof that subordinates' thought processes moderate the connections between worker administration and results. In particular, representatives high on the impression the board experienced lower dimensions of employment fulfillment than their lower-scoring partners. Their discoveries propose that worker authority may not be similarly valuable for all devotees (Donia, Raja, Pannacio, & Wang, 2016).

In light of dialog above on past writing, Servant initiative spotlight on dependability and transformative of the association by the devotee's self-awareness as the fundamental establishment, however, there are few discourses that give the impact Servant Leadership to Job Satisfaction. There is some nomological system of Servant Leadership explore that expressed about Servant Leadership and all Antecedents, Moderators, Mediators, and Outcomes (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2018).

Firms can't bear the cost of disappointed representatives as they won't perform up to the benchmarks or the desires for their chief, they will be let go, coming about firms to extra expenses for enrolling new staff. In this way, it is useful for firms to give adaptable workplace to representatives where they feel their sentiments are esteemed and they are a piece of the association. Worker confidence ought to be high as it will be reflected in their execution on the grounds that with low resolve, they will try lesser endeavors to make strides.

Regarding employee involvement first popularized by Kahn (1990), he stated that employee involvement as an attachment to members of the organization and the organization itself is not only physically, cognitively but also emotionally in terms of performance. Although there are actually concepts such as organizational commitment (Meyer & Allen, 1991), job satisfaction or job satisfaction already exists (Smith et al, 1969). Indeed the term employee engagement is published by the Gallup Consultant with various survey results. Although some experts still debate the resolution of employee involvement, it still overlaps with other concepts. But there is one common thread that is approved because employee involvement is very important in the organization and very easily agreed with performance.

Burnout syndrome was first introduced in 1980 by leading US psychoanalyst Freudenberg. Although it has been introduced since 48 years ago, burnout has not been well known and understood by most people in the modern world. We often hear complaints like this: "I'm tired, like running out of battery 'or' I'm like an old, powerless machine. ' These complaints are often heard around us, but most of us will assume that speech like that is only a complaint due to lack of sleep or lack of exercise, but in fact, some think such complaints can be an excuse for lazing.

PT Pertamina is a State-Owned General Entity organization which was set up on December 10, 1957, Pertamina has an oil and gas business in the upstream to downstream segments. Pertamina upstream area business did in a few locales in Indonesia and abroad incorporates exercises in the fields of oil and gas investigation, generation and transmission.

To help the investigation and creation exercises, Pertamina additionally seeks after the innovation and penetrating administrations business, just as different exercises so as to create economic vitality sources or Sustainable Energy. In the oil and gas business both at home and abroad, Pertamina works both freely and through a few examples of collaboration with accomplices, to be specific Operation Cooperation (KSO), Joint Operation Body (JOB), Technical Assistance Contract (TAC), Indonesia Participating/Pertamina Participating Interest (IP/PPI), and Joint Operating Agency (BOB). In doing its exercises, PT Pertamina is one of the

organizations that apply worker authority to all pioneers in different business parts.

Based on the description of the description above, we will conduct research on the effect of servant leadership, employee management, burnout and job satisfaction at PT Pertamina Marketing Operation Region VI.

## RESEARCH QUESTIONS and RESEARCH OBJECTIVES

Based on the above discussions, research questions for this article would be:

- ✓ Is there any positive relation between servant leadership and burnout?
- ✓ Is there any positive relationship between employee engagement and burnout?
- ✓ Is Burnout have mediating relation between Servant Leadership and Employee Engagement to Job Satisfaction?
- ✓ Is there any positive relation between Servant Leadership and Job Satisfaction?
- ✓ Is there any positive relation between Employee Engagement and Job Satisfaction?
- ✓ Is there any positive relation between Servant Leadership and Employee Engagement?
- ✓ Is there any positive relation between servant leadership, employee engagement, burnout and job satisfaction?
- ✓ How the relationship between servant leadership, employee management, burnout and job satisfaction at PT Pertamina MOR VI

The objective of this research would be:

- ✓ Prove a positive impact from servant leadership and burnout
- ✓ Prove a positive impact from employee engagement and burnout
- ✓ Prove a positive impact from employee burnout and job satisfaction
- ✓ Prove a positive impact from servant leadership and job satisfaction
- ✓ Prove a positive impact on employee engagement and job satisfaction
- ✓ Prove a positive impact from servant leadership and employee engagement
- ✓ Prove a mediating impact employee burnout from servant leadership, employee management to job satisfaction
- ✓ Analysis of a relation between servant leadership, employee management, burnout and job satisfaction at PT Pertamina MOR VI

## III. LITERATURE REVIEW

### SERVANT LEADERSHIP

Worker initiative hypothesis out of the blue was proposed in an article with the title of "server in pioneer job" in 1977 (Greenleaf, 1977). Server administration has a job of making ability in adherents, precluding impediments, redesign praise, inventive support of issues (Spears and Lawrence, 2004). In server initiative, the pioneer is the first server and after that pioneer. The most tension of server pioneer is providing the

most important requirements for supporters. Developing the structure of server initiative is incredible and noteworthy magnificence and highlights (Patterson, 2003). They see their supporters as not as a device to touch base to their objectives, yet as people who have the reason, sensation and need. They demonstrate their adoration and thoughtfulness by their direction. Their quality is both physical and profound (Weiss, 2004). They have the are feeling of duty toward their supporters and utilize their plans to make association purposes. As per (Greenleaf, 1977) there are 10 highlights of separate pioneers as tuning in and seeing, buddy, relieving, mindfulness, influence, which means making, provision and premonition, serving, pledge to individuals development and fabricates network and realness (Spears, 2002). In spite of the fact, Greenleaf (1977) is the most critical individual extended this hypothesis in recent years, however, there are numerous examinations after Greenleaf (1977) in server initiative field from 1990 to 2004 that drove server authority to get a certain position in hierarchical administration writing.

The following table shows elements researchers identified for server leadership, respectively :

Russel & Stone 2002	Pertterson 2002	Barbuto & Wheeler 2006	Sendjaya et. Al 2008	Liden at el. 2008
Vision	Agapao Love	Altruistic calling	Voluntary subordination	Emotional Healing Creating Value for the community
Honestly	Humility	Emotional Healing	Authentic self Covenantal relationship	
Integrity	Altruism	Persuasive mapping		Empowering Helping subordinates grow and succeed Putting subordinates first
Trust	Vision	Wisdom Organizational stewardship	Responsible Morality Transcendental spirituality	
Service	Trust		Transforming Influence	Behaving ethically
Modeling	Empowerment			
Pioneering	Service			
Appreciation of others				
Empowerment				

Figure 1

Distinguishing seven measurements that adequately catch the fundamental qualities of a worker's head: passionate recuperating, enabling, helping subordinates develop and succeed, putting subordinates first, making an incentive for the network, having applied abilities, and carrying on morally. (Chiniara and Bentein, 2016)

Based on the description above, there is some measurement of servant leadership, such as The number of Motivation to serve, The number of Motivation to express the true self, The number of Motivation to do the things appropriate the norm in organization, The number of Good to great=Doing extraordinary ways, The number of Motivation to involved others in decision making, The number of Motivation to find out meaning of work and The number of Motivation to gain organization goals and no self-oriented.

## EMPLOYEE ENGAGEMENT

As per Harter et al. (2002), worker commitment is essential to accomplish helpful business execution results for various associations. The creators showed that it is vital that associations connect with their representatives, as it has been discovered that associations with a drew in workers have larger amounts of consumer loyalty and un waveringness, increasingly gainful, more productive than those of less drawn in representatives (Harter et al., 2002). Ortiz, Lau, and Qin (2013) additionally encouraged to sustain the idea of worker commitment as withdrawal diminishes the eagerness and duty of representatives to their associations. Thusly, low

dimensions of commitment levels negatively affect worker duty and maintenance. Siddhanta et al. (2010) showed that a well-performing association originates from its capacity to guarantee sound, persuaded and submitted the workforce through commitment. (Hanaysha, 2016).

The idea of commitment as a multi-dimensional build was first presented by Khan in 1990, the scholarly pioneer of the representative commitment development. The Individual commitment was characterized as the outfitting of representatives' selves to their work jobs where they communicate physically, subjectively and candidly amid job exhibitions. To clarify said marvel, reference related three mental conditions showed in the work job execution, viz. seriousness (feeling that one is accepting an arrival on the speculation of oneself), wellbeing (a feeling of having the capacity to show and utilize the self in the work job execution without the dread of negative results), and accessibility (a feeling of having the physical, enthusiastic and mental assets required at work). Kahn's model was then tried and discoveries upheld that the mental states of significance, security, and accessibility are emphatically connected to commitment. (Dajani, 2015)

## BURNOUT

Burnout is customarily characterized as a disorder that is described by "Enthusiastic Exhaustion" which alludes to the impressions of physical overexertion and passionate exhaustion that happen as an outcome of the constant collaborations that specialists must keep up among themselves and customers, "Depersonalization" which includes the advancement of critical frames of mind and reactions toward the people for whom the laborers give, and low "Individual Accomplishment" which suggests the nearness of a contrary self-idea as the consequence of undesirable circumstances (Maslach and Jackson, 1981). As indicated by Wheeler, Vassar, Worley, and Barnes (2011), the most usually utilized poll for the assessment of burnout disorder is the Maslach Burnout Inventory (MBI). The MBI has been interpreted and adjusted for various societies and has been utilized to set up the merged legitimacy of different instruments that assess the disorder (Isoard-Gauthier, Oger, Guillet, and Martin-Krumm, 2010). (de la Fuente, et al., 2018)

## JOB SATISFACTION

As indicated by Gibson, Ivancevich and Donnelly (2003: 150), states that: "Employment fulfillment is a mentality that people have about their work, this outcome from their impression of their work dependent on workplace factors, for example, administrator style, strategies, and methodology, work gather affiliations, working conditions, and advantages".

Robbins and Judge (2009) characterize work fulfillment as a positive inclination about work because of assessing the qualities of the work. In accordance with that, Noe, etc. each of the (2006) characterizes work fulfillment as a lovely inclination because of the discernment that work satisfies essential work esteems. Besides Kinicki and Kreitner (2005) characterize work fulfillment as a frame of mind or passionate reaction to different parts of one's work. This definition



implies that activity fulfillment is certifiably not a solitary idea. In addition, an individual can be moderately happy with one part of his work and made disappointed with one or different viewpoints. In nearly a similar view, Nelson and Quick (2006) expressed that activity fulfillment is a positive and charming enthusiastic condition because of a representative's activity assessment or work involvement.

As per Balzar et al. (1997) work fulfillment is an impression that representatives have about their work and their desires towards work. In this manner, work fulfillment can be perceived as what one needs or qualities from an occupation (Brief and Weiss 2002). Different sorts of fulfillment lead to various targets and practices that climb from various kinds of inspiration in getting distinctive sorts of remunerations (Luthanset al. 2005). Rewards with their outcome relationship were required to set up on the fulfillment of the representative with their association (Milne 2007).

As indicated by Robbins and Judge (2009) there are 21 factors identified with occupation fulfillment, to be specific independence and opportunity, profession benefits, open doors for headway, vocation advancement openings, remuneration/compensation, correspondence among representatives and the board, commitment of work to hierarchical objectives, feeling of security in workplace, adaptability to adjust life and work issues, employer stability, work explicit preparing, the executives acknowledgment of worker execution, which means of work, organizing, chance to utilize capacities or aptitude, authoritative duty to improvement, in general corporate culture, representative relations, association with direct director, work itself, decent variety of work.

There is some factor to quantify work fulfillment, for example, The number of chances for progression, The quantity of probability of further instruction, The quantity of lasting business and The quantity of workplace. There are a few examinations led in different nations that appear about worker initiative.

Hireling administration adds to a workplace that advances the ethical of serving others and in which supporters need to remain. These devotee results are basic to any association that endeavors to diminish turnover expenses and upgrade worker execution, collaboration, and advancement capacities. Due to these positive outcomes, more associations may consider choosing for and developing hireling administration characteristics among their directors. (Erkutlu & Chafta, 2015) Therefore some exploration discovered proof that subordinates' thought processes moderate the connections between hireling initiative and results. In particular, workers high on the impression the executives experienced lower dimensions of occupation fulfillment than their lower-scoring partners. Their discoveries recommend that hireling authority may not be similarly useful for all adherents. (Donia, Raja, Pannacio, & Wang, 2016).

Based on the above discussion on previous literature, Servant leadership focus on stability and evolutionary of the organization by the followers personal growth as the basic foundation, Leadership demands ongoing action in the way of continuous and intentional development of personality including spirituality and the behavioral characteristic of empowerment, servant leadership is a form of leadership

unique in its explicit people-centered focus on attending to followers' needs and development, employee engagement is worker commitment is essential to accomplish helpful business execution results for various associations and Burnout is customarily characterized as a disorder that is described which alludes to the impressions.

But there are also many related studies Servant Leadership state that Practitioners need to understand that servant leadership has an indirect influence on organizational outcomes.

Based on the description above we will conduct research with the following hypotheses:

- H1 : Servant Leadership have a positive effect on burnout
- H2 : Employee engagement has a positive effect on burnout
- H3 : Employee burnout have a positive effect on job satisfaction
- H4 : Servant Leadership have a positive effect on Job satisfaction
- H5 : Employee engagement has a positive effect on Job satisfaction
- H6 : Servant leadership have a positive effect on job satisfaction
- H7 : Burnout has a mediating effect between Servant Leadership and Employee Engagement to Job Satisfaction

Framework:

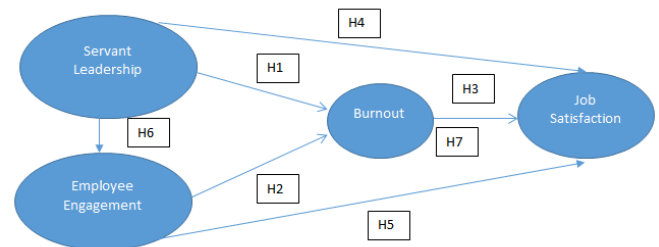


Figure 2

#### IV. PROPOSED RESEARCH DESIGN

##### APPROACH

This research will use an approach of the survey to collect information about servant leadership, employee engagement, burnout, and job satisfaction. The question in survey forms is self-administered questionnaires about servant leadership, employee engagement, burnout, and job satisfaction.

Approach for this Research Design is with a quantitative method. This study was conducted in a one of BUMN (Government's Company) PT Pertamina that specialized in Oil and Gas sector. To analyze servant leadership, employee engagement, burnout, and job satisfaction, we will conduct the survey to employees at PT Pertamina Marketing Operation Region VI.

##### TIME HORIZON

This study is cross-sectional studies that conducted once for a period of months, which will be conducted in the month of February 2019

OPERATIONALIZATION OF CONSTRUCTS

This study has some variable, such as servant leadership, employee engagement, burnout, and job satisfaction.

According to (Dierendonck, 2011), *Empowering and developing people* is a motivational concept focused on enabling people (Conger, 2000). Empowerment aims at fostering a proactive, self-confident attitude among followers and gives them a sense of personal power. It shows the one values people and encourages their personal development (Laub, 1999). Empowering leadership behavior includes aspects like encouraging self-directed decision making and information sharing and coaching for innovative performance (Konczak, Stelly, & Trusty, 2000). The servant leader's belief in the intrinsic value of each individual is the central issue; it is all about recognition, acknowledgment, and the realization of each person's abilities and what the person can still learn (Greenleaf, 1998).

*Humility* is the second key characteristic. It refers to the ability to put one's own accomplishments and talents in a proper perspective (Patterson, 2003). Servant-leaders dare to admit that they can benefit from the expertise of others. They actively seek the contributions of others. Humility shows in the extent to which a leader puts the interest of other first, facilitate their perform, and provides them with essential support. It includes a sense of responsibility (Greenleaf, 1996) for persons in one's charge. Humility is also about modesty; a servant leader retreats into the background when a task has been successfully accomplished.

*Interpersonal acceptance* is the ability to understand and experience the feelings of others and where people are coming from (George, 2000) and the ability to let go of perceived wrongdoings and not carry a grudge into other situations (McCullough, Hoyt, & Rachal, 2000). Interpersonal acceptance includes the perspective-taking element of empathy that focuses on being able to cognitively adopt the psychological perspectives of other people and experience feelings of warmth, compassion, and forgiveness in terms of concern for others even when confronted with offenses, arguments, and mistakes. For servant-leaders it is important to create an atmosphere of trust where people feel accepted, are free to make mistakes, and know that they will not be rejected (Ferch, 2005).

According to (Saks A. M., 2005) Job and organization engagement. Two six-item scales were designed for this study to measure job engagement and organization engagement. Items were written to assess the participant's psychological presence in their job and organization. A sample item for job engagement is, "Sometimes I am so into the job that I lose track of time" and for

organization engagement, "One of the most exciting things for me is getting involved with things happening in this organization." Participants indicated their response on a five-point Likert-type scale with anchors (1) strongly disagree to (5) strongly agree

Perceived organizational and supervisor support. Psychological safety involves a sense of being able to show and employ the self without negative consequences (Kahn, 1992). An important aspect of safety stems from the amount of care and support employees' perceive to be provided by their

organization as well as their direct supervisor. In fact, Kahn (1990) found that supportive and trusting interpersonal relationships, as well as supportive management, promoted psychological safety. Organizational members felt safe in work environments that were characterized by openness and supportiveness. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990). In their empirical test of Kahn's model, May et al. (2004) also found that supportive supervisor relations were positively related to psychological safety.

According to (Bakotic, 2016) there is some factor to measure job satisfaction, such as The number of opportunities for advancement, The number of possibility of further education, The number of permanent employment and Payment.

This study has several constructs and operationalization to measure and analyze and described with this table of summary below:

Constructs	Operationalization
Servant Leadership	Empowering
	Humility
	Interpersonal Acceptance
Employee Engagement	Organization Engagement
	Job Engagement
	Perceived Supervisor Support
Burnout	Exhaustion
	Cynicism
	Professional Efficacy
Job Satisfaction	Opportunities for advancement
	The Possibility of further education
	Payment

Table 1

This study will use The Linkert scale from strongly disagree (1) to strongly agree (5).

V. DATA ANALYSIS & DISCUSSION

There is much more interest in Servant Leadership in this several years, especially among consultants, practitioners and many leaders in a lot of company. This study was designed to advance our understanding of Servant Leadership specifically its impact on Job Satisfaction from the employee at BUMN (State-owned enterprises) as we know that have several things that differ from the general company. Our goal was to examine in a representative working environment, how servant leadership has its impact on Employee Engagement, Burnout and Job Satisfaction and correlation from each variable to another.

Our study included the total of 276 subjects or 32.6% of the 845 employees at PT Pertamina MOR VI, Balikpapan. Simple descriptive statistics were used to define the characteristics of demographic data represented by the four control variables. The sample was composed of 216 (78.3%) males and 60 (21.7%) females. Age was described in four categories with the largest number of 156 (56.5%) at the age bracket of 26-35 years old, 55 (19.9%) at the age bracket of 36-45 years old, 40 (14.5%) at the age of bracket 18-25 years old and 25 (9.1%) at the age of bracket 46-55 years old. Level

of job was described in six categories with the largest number of 101(36.6%) at Supporting staff level, 97 (35.1%) at Supervisor level, 51 (18.5%) at staff level, 14 (5.1%) at Junior staff level, 9 (3.3%) at Assistant Manager level and 4 (1.4%) at Manager level.

Our study makes several contributions to Servant Leadership Literature. First, we found strong evidence for a positive relationship between Servant Leadership and Employee Engagement and Job Satisfaction and the other hand, Servant Leadership have a less significant impact on Burnout. Undeniably, our results demonstrate that more leader behaves like a servant leader, the more employee engagement and job satisfaction are being met. Second, our results demonstrate that servant leadership and employee engagement's impact on job satisfaction is not mediated through burnout.

H1 : Servant Leadership have a positive effect on burnout (rejected)

H2: Employee engagement has a positive effect on burnout (rejected)

H3: Employee burnout have a positive effect on job satisfaction (rejected)

H4 : Servant Leadership have a positive effect on Job satisfaction (approved)

H5 : Employee engagement has a positive effect on Job satisfaction (approved)

H6 : Servant leadership have a positive effect on job satisfaction (approved)

H7: Burnout has a mediating effect between Servant Leadership and Employee Engagement to Job Satisfaction (rejected)

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,016	,971		11,341	,000
	Servant Leadership	-,281	,084	-,242	-3,325	,001
	Employee Engagement	-,031	,092	-,025	-,339	,735

a. Dependent Variable: Burnout

Table 2

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,882	,733		2,568	,011
	Burnout	,000	,038	,000	,011	,991
	Servant Leadership	,474	,054	,475	8,854	,000
	Employee Engagement	,353	,057	,324	6,148	,000

a. Dependent Variable: Job Satisfaction

Table 3

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,399	,545		9,900	,000

Servant Leadership	,543	,044	,595	12,246	,000
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a. Dependent Variable: Employee Engagement

Table 4

Input:		Test statistic:	p-value:
t <sub>a</sub>	8.854	Sobel test: 0.01099999	0.99122345
t <sub>b</sub>	0.011	Aroian test: 0.0109305	0.9912789
		Goodman test: 0.01107083	0.99116694
		Reset all	Calculate

Figure 3: Sobel test mediating effect from Servant Leadership through Burnout to Job Satisfaction

Input:		Test statistic:	p-value:
t <sub>a</sub>	6.148	Sobel test: 0.01099998	0.99122346
t <sub>b</sub>	0.011	Aroian test: 0.0108573	0.9913373
		Goodman test: 0.01114844	0.99110502
		Reset all	Calculate

Figure 4: Sobel test mediating effect from Employee Engagement through Burnout to Job Satisfaction

This study also strengthens and expands our knowledge about Satisfaction in Job. Consistent with our some expectation, we found that Job Satisfaction is strongly related to Servant Leadership and also Employee Engagement. This result consistent with a recent investigation of research between Servant Leadership and Job Satisfaction (Chiniara & Bentein, 2016; Mayer et al., 2008; Mayer, 2010). These are substantial findings in that they help to clarify and confirm Servant Leadership's theoretical central premise that explains Servant Leadership influence on Job Satisfaction. This study also finds that Employee Engagement has an influence to Job Satisfaction, that strengthens the other studies (Saks, 2006) that explain that job and organization engagement (employee engagement) significant and unique variance in job satisfaction. These findings are expanding future research that provided by the other studies (Saks, 2006) to make an investigation of Employee Engagement, with an additional variable such as Human Resource practices that we use Servant Leadership as measurement and this study has findings Servant Leadership has a significant impact with Employee Engagement.

Additionally, and most interestingly, Our study have new findings that explain Burnout have not significantly affect Job Satisfaction. This study was against the result from the other studies (Aksu & Temeloglu, 2015) that explain that employee burnout have a significant relationship with job satisfaction, with the level Significance above .05 (.991) this findings that explain in PT Pertamina MOR VI, there are some factors that make employee burnout not significantly affect their job satisfaction, such as Salary factor, allowance factor and Servant Leadership that implemented at PT Pertamina MOR VI.

Mediating effect from Servant Leadership and Employee Engagement through Burnout to Job Satisfaction was not really happened in this study with the result of The Sobel Test. This result is a new finding that Burnout has no mediating effect between Servant Leadership and Employee Engagement to Job Satisfaction.



## VI. CONCLUSION & IMPLICATIONS

Leadership continues to be an exciting focus of research given that leaders bear the responsibility for influencing their employees' adoption of evolving organizational values, attitudes and goals. In this study, we approach from Servant Leadership. Yet with the increase in distrust in leaders in our political and corporate worlds, it is timely and stimulating to focus on a form of leadership that is not power-driven and self-serving, especially in this case that use PT Pertamina MOR VI as a case study. Indeed, servant leadership is a form of leadership unique in its explicit people-centered focus on attending to followers' needs and development. This study sheds light on the underlying processes through which a servant leader can influence followers and provides essential support for its central premise, that servant leadership does in fact influence organizational outcomes by the process of growing employee engagement and job satisfaction. This study also demonstrates that burnout is not always significantly affect job satisfaction. So, future research could include another factor that burnout is not always significantly affected job satisfaction. Hence, our study strengthens Greenleaf's original assertion and fundamental belief that being a truly effective leader requires one to focus on serving others, particularly one's followers (Greenleaf, 1977, 1998), and our results reinforce recognition of servant leadership's legitimacy as a mainstream leadership theory (Mayer, 2010). Also found that Employee Burnout has not significantly affected job satisfaction, because several factors that not included in this study

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PROPOSED DATA COLLECTION TECHNIQUE

SAMPLING PROCESS

According to (Singh & Masaku, 2014) there are several ways to determine sample size. This study used published tables to determine the size of the sample with a confidence level at 95% and P=0.5. Sample size according to the calculation is 272 respondent out of around 845 respondent from PT Pertamina Marketing Operation Region VI.

We will collect response from junior staff, staff, supervisor, assistant manager, and manager from PT Pertamina Marketing Operation Region VI of our 845 workers, we will take 272 samples. calculation of the number of samples using the Slovin formula :

$$n = \frac{N}{1 + Ne^2}$$

Information:  
n = Sample  
N = Population  
E = Error

The sampling method used is a proportionate stratified random sampling where the method is used to determine the number of samples if the population is stratified but not proportional.

NO.	POSITION	TOTAL	SAMPLE
1	Manager	15.00	5.00
2	Ast. Manager	36.00	12.00
3	Supervisor	70.00	22.00
4	Staff	176.00	57.00
5	Junior Staff	208.00	67.00
6	Supporting	340.00	109.00
	<b>TOTAL</b>	<b>845.00</b>	<b>272.00</b>

We will collect response from junior staff, staff, supervisor, assistant manager, and manager from PT Pertamina Marketing Operation Region VI. This participant needs to fill the questionnaire to measure their leader's servant leadership, employee engagement, burnout and measure job satisfaction at several levels of the organization.

Data obtained from those 272 questionnaires were analyzed through the SPSS program and two proposed relations were tested through Regression Analyses.

- Y = Konstant + b<sub>1</sub>X<sub>1</sub> + error
- Y = Job Satisfaction
- X<sub>1</sub> = Servant Leadership
- X<sub>2</sub> = Employee Engagement
- X<sub>3</sub> = Burnout

DEVELOPMENT OF QUESTIONNAIRE/INTERVIEW QUESTION/OBSERVATION GUIDELINES

Very Disagree =1  
Very Agree=5

- ✓ My leader to have the motivation to provide services at Pertamina MOR VI
- ✓ My leader to have the motivation to express himself according to his personality at Pertamina MOR VI
- ✓ My leader have the motivation to find out the meaning of work at Pertamina MOR VI
- ✓ One of the things that was most interesting to me was being involved with things that happened in this organization
- ✓ Sometimes I really like my work so I forget time
- ✓ My boss cares about my opinion
- ✓ I feel tired when I wake up in the morning and have to face another day at work
- ✓ I became less enthusiastic about my work
- ✓ I feel that I have made an effective contribution to what this organization is doing
- ✓ I have the opportunity to improve the abilities and expertise of my supervisor / leader
- ✓ I am allowed to take advanced education from my supervisor / leader
- ✓ I get an appropriate salary from the company where I work