

# The Influence of Servant Leadership, Work Environment, Work Discipline, and Compensation on Employee Job Satisfaction

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## Abstract

Employee job satisfaction is an important concern in efforts to improve performance quality and public services. The continued presence of indications of declining employee motivation and engagement highlights the need to address factors influencing job satisfaction. This research investigates how servant leadership, workplace conditions, work discipline, and remuneration impact employee job satisfaction levels. The study adopts a quantitative methodology, targeting the entire workforce of the Depok Sub-District Office as the study population. A complete enumeration sampling approach was applied, involving 36 participants. Data gathering was accomplished through questionnaire administration, while data evaluation employed classical assumption testing and multiple linear regression analysis. The findings reveal that servant leadership, workplace environment, work discipline, and compensation demonstrate positive and statistically significant influences on employee satisfaction. These findings imply that strengthening internal organizational factors, such as leadership, working conditions, discipline, and compensation systems, can be an effective strategy for improving employee satisfaction and productivity in the public sector.

**Keywords:** Compensation, Discipline, Job Satisfaction, Servant Leadership, Work Environment.

## 1. Introduction

Employee job satisfaction serves as a vital measure of how well employees' desires, hopes, and expectations are fulfilled within the workplace. However, in practice, it is still common to encounter employee complaints regarding unbalanced workloads, lack of appreciation, and limited career development opportunities. This situation has the potential to reduce motivation and productivity, as well as impact the quality of services provided to the public. Employee satisfaction is viewed as an important determinant in influencing individual performance and the overall success of an organization. Employee satisfaction plays a crucial role in enhancing operational efficiency and the overall quality of public services in government entities like the Depok Subdistrict Office. Some employees at the Depok Sub-District Office indicate that the level of job satisfaction they experience still varies. This highlights the importance of addressing various factors that can influence job satisfaction comprehensively.

According to Ardianti et al. (2018) job satisfaction is a psychological condition that reflects an individual's subjective feelings toward their work, arising from the evaluation of



expectations versus the reality of their work. Individuals feel satisfied when there is a match between their skills, abilities, and personal aspirations with their workload and compensation. Job satisfaction represents a multifaceted psychological and emotional concept that is interconnected with numerous workplace elements rather than existing independently. Employee satisfaction levels can be shaped by multiple variables, including servant leadership, workplace conditions, work discipline, and remuneration, all of which work together to determine overall employee contentment in their roles (Putri et al., 2020).

Servant leadership is a style of leadership where leaders act as servants to their team, prioritizing the growth, empowerment, and happiness of their followers. This strategy highlights the significance of compassion, engaged listening, and the leader's role in helping employees overcome challenges they encounter while carrying out their tasks (Pasicaran-Escleto et al., 2024). In the corporate context, using servant leadership is viewed as a way to foster a welcoming and encouraging atmosphere at work, leading to higher levels of employee happiness. When leaders focus on their team members' needs and cultivate strong, trusting relationships, they can inspire feelings of loyalty and gratitude in employees, which can improve their views of their jobs and the company overall (Nugroho et al., 2024).

Creating a comfortable and productive work environment is crucial for boosting employee productivity, with both physical and psychological factors playing a key role (Rosento et al., 2022). Physical factors such as workplace cleanliness, safety, room layout, adequate lighting, and good ventilation are basic elements that support work efficiency. Meanwhile, psychological aspects include harmonious interpersonal relationships among employees, a sense of safety and appreciation at work, and the creation of a work environment that supports collaboration and emotional well-being. Both aspects complement each other in creating ideal and sustainable working conditions. However, efforts to build a comfortable and productive work environment often pose a challenge, especially in government agencies that face resource constraints, whether in terms of budget, infrastructure, or internal management. Therefore, strategic and lasting management of the workplace plays a crucial role in enhancing both employee satisfaction and performance levels (Sazly & Permana, 2020).

Work discipline is an important aspect of human resource management that reflects the level of employee compliance with rules, procedures, and timeliness in performing their duties and responsibilities (Dewi et al., 2024). Good work discipline includes adherence to work schedules, willingness to perform tasks optimally, and commitment to applicable codes of ethics and professional standards. In the context of public organizations, work discipline serves as the foundation for the creation of effective, efficient, and community-oriented public services. Employees who exhibit strong discipline are more likely to display honesty, accountability, and dependability in their job performance, leading to increased satisfaction with their work (Pala'langan, 2021). In addition, consistent work discipline also contributes to the achievement of organizational goals and shapes a positive image of the institution in the eyes of the public.

Previous research findings on factors influencing job satisfaction have shown inconsistent results. According to Akbar and Nurhidayati (2018) servant leadership greatly increases job satisfaction. However, this finding differs from the results of Nugroho et al. (2024) who found that servant leadership does not have a significant influence on job satisfaction. Inconsistency is also evident in the influence of the work environment, where Susanti et al. (2021) revealed that the work environment has a positive and significant influence on job satisfaction, while Baktiar et al. (2024) showed the opposite result, namely an insignificant influence. Similarly, work discipline was reported by Susanti et al. (2021) and Baktiar et al. (2024) to have a positive influence on job satisfaction, but these results were not

supported by the research of Dwinanda and Hidayat (2024) which showed that work discipline had no significant influence on job satisfaction.

In addition to the inconsistency of these empirical results, there is an actual phenomenon at the Depok Subdistrict Office that indicates low quality of public service, such as the need to strengthen employee friendliness and responsiveness to the community (Maps, 2025). This situation suggests the possibility of low job satisfaction among employees. Employee job satisfaction is greatly influenced by various factors, including the work environment, work discipline, and compensation. An unsupportive work environment, declining work discipline, and compensation deemed inadequate can lead to reduced motivation and employee engagement, ultimately negatively impacting public service performance. Therefore, conducting thorough research on the impact of servant leadership, work environment, work discipline, and compensation are crucial in understanding job satisfaction. This research is particularly urgent in order to provide empirical and practical contributions, especially in formulating strategies to improve employee performance and job satisfaction in government agencies such as the Depok Kapanewon Office. Given the inconsistency of previous research results and the real phenomena in the field, this study is anticipated to provide a more comprehensive and context-based understanding of the factors that determine job satisfaction in the public sector.

## 2. Literature Review

Servant leadership is a type of leadership that focuses on meeting the needs of the team members, ultimately aiming to assist in their personal and professional growth (Amir, 2019). Leaders who apply this approach not only prioritize the achievement of organizational goals but also pay attention to the well-being and potential of individuals in their team. It is thought that this type of leadership fosters a work environment that is supportive, understanding, and promotes collaboration, leading to increased employee satisfaction in their jobs. Research by Damara (2015) and Akbar and Nurhidayati (2018) indicates that The adoption of servant leadership practices contributes positively and significantly to increased levels of job satisfaction among employees. These results indicate that effective leadership within an organization contributes to increased employee job satisfaction, and vice versa.

**H1:** Servant leadership has a significant positive impact on job satisfaction.

A comfortable, safe, and supportive work environment plays a crucial role in creating a conducive work atmosphere, thereby enhancing employee productivity and work enthusiasm (Pratama, 2020). A well-organized work environment, both in terms of physical aspects such as lighting, cleanliness, and ventilation, as well as psychosocial aspects such as relationships between colleagues and superiors, can reduce stress levels, boredom, and create a sense of comfort in performing tasks. Such a work environment not only contributes to performance effectiveness but also directly impacts employee job satisfaction. Previous research findings from Wandani and Indahingwati (2019), Yuliantini and Santos (2020), and Susanti et al. (2021) indicate that an improved work environment contributes positively and significantly to higher levels of job satisfaction among employees.

**H2:** The work environment has a significant positive effect on job satisfaction.

Maintaining a strong work ethic is crucial for molding how employees conduct themselves and adhere to the standards and regulations within a company (Dewi et al., 2024). Discipline not only reflects compliance with written and unwritten rules but also demonstrates responsibility, integrity, and individual awareness in performing tasks. A high level of discipline creates order, work efficiency, and a healthy organizational climate, thereby

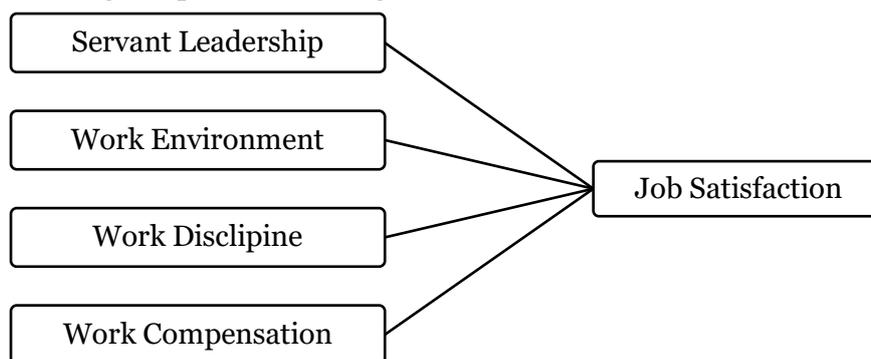
increasing job satisfaction. Disciplined employees tend to feel more involved in their work and show satisfaction because they are able to work according to the organization's expectations. Research by Tamali and Munasip (2019), Widiyanto and Setyawasih (2019), and Yuliantini and Santoso (2020) states that work discipline has a positive and significant influence on job satisfaction.

**H3:** Work discipline has a significant positive influence on job satisfaction.

Employee compensation is a way for companies to show appreciation to their staff for their hard work and achievements in helping the organization reach its objectives (Kurniawan et al., 2022). Compensation includes not only wages or salaries but also allowances, bonuses, facilities, and other non-financial incentives that can make employees feel valued. Fair, equitable, and appropriate compensation can enhance employee motivation and loyalty, and directly impact increased job satisfaction. When workers believe their pay corresponds to their hard work and duties, they tend to become more satisfied and dedicated to the company. Previous research findings from Widiyanto and Setyawasih (2019), Baktiar et al. (2024), and Susanti et al. (2021) show that work discipline has a positive and significant effect on job satisfaction.

**H4:** Work compensation has a significant positive effect on job satisfaction.

According to the descriptions provided previously, the research framework can be visualized in the diagram presented in Figure 1 below.



**Figure 1. Research Framework**

### 3. Methods

This study took place at the Kapanewon Depok Office in Sleman, utilizing a quantitative method. This method was chosen to methodically analyze the scientific elements of a phenomenon and the connections between the factors being studied. The population in this study was all 36 employees of Kapanewon Depok. For this research, 36 participants were chosen using a census approach. The researcher submitted the questionnaire to the secretariat of Kapanewon Depok, which then distributed it to all employees. The researcher used a 1-5 Likert scale, ranging from strongly disagree (1) to strongly agree (5). The measurements used can be seen in Table 1. Before conducting the analysis, the research instruments were tested for validity and reliability using SPSS software to ensure that the measurement tools met the required statistical standards. Subsequently, multiple linear regression was utilized to analyze the data and investigate how factors such as servant leadership, work environment, work discipline, and compensation impact job satisfaction. Multiple foundational statistical tests were conducted to verify the regression model's appropriateness, encompassing tests for normal distribution, multicollinearity detection, and heteroscedasticity assessment. The model underwent further evaluation through individual variable testing (t-test), combined variable assessment (F-test), and determination coefficient analysis (R<sup>2</sup>) to measure how

effectively the predictor variables account for variation in the outcome variable. These methodological choices and processes were designed to guarantee the credibility and consistency of the study results, while also offering evidence-based insights into how servant leadership, workplace atmosphere, work discipline, and remuneration affect employee satisfaction within the Kapanewon Depok Sleman organization.

**Table 1. Operational Definitions and Measurement Indicators**

Variable	Indicator
Servant leadership	<ol style="list-style-type: none"> <li>1. Love</li> <li>2. Empowerment</li> <li>3. Vision</li> <li>4. Humility</li> <li>5. Trust</li> </ol> (Mishra & Hassen, 2023)
Work Environment	<ol style="list-style-type: none"> <li>1. Work Atmosphere</li> <li>2. Availability of Work Facilities</li> <li>3. Relationships with Colleagues</li> </ol> (Samson et al., 2015)
Work Discipline	<ol style="list-style-type: none"> <li>1. Attendance</li> <li>2. Compliance with Work Regulations</li> <li>3. Compliance with Work Standards</li> <li>4. High Level of Vigilance</li> <li>5. Ethical Work Practices</li> </ol> (Krskova et al., 2020)
Work Compensation	<ol style="list-style-type: none"> <li>1. Salary</li> <li>2. Incentives</li> <li>3. Allowances</li> </ol> (Rojikinnor et al., 2023)
Job Satisfaction	<ol style="list-style-type: none"> <li>1. Enjoying and Loving Your Work</li> <li>2. Work Ethics</li> <li>3. Discipline</li> <li>4. Work Performance</li> </ol> (Bussing et al., 1999)

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Validity and Reliability Tests

An assessment question is deemed valid when the attained r value exceeds the designated table r value of 0.2785 (two-tailed;  $n=36-2$ ;  $\alpha=0.05$ ). The validity test yielded calculated r values for servant leadership (0.530 to 0.834), work environment (0.522 to 0.897), work discipline (0.530 to 0.837), work compensation (0.701 to 0.821), and work satisfaction (0.554 to 0.854) > 0.2785, meaning all items are valid. Cronbach’s Alpha for servant leadership (0.910), work environment (0.911), work discipline (0.956), work compensation (0.903), and work satisfaction (0.893) > 0.60, indicating that the instruments are reliable.

#### 4.1.2. Respondent Characteristics

Respondent characteristics are shown in Table 2, with a total of 36 respondents consisting of 20 men and 16 women. The employees in this study were predominantly permanent employees, numbering 31 (86.1%), with the majority being married (72.2%). Based

on age, the majority of employees are aged 40–49 years (41.7%). The highest level of education among respondents is a bachelor's degree (66.7%). A total of 38.9% of respondents have worked for 2 to 5 years, representing the most common length of service.

**Table 2. Characteristics of the Respondents**

Category	Description	Number	Percentage
Gender	Male	20	55.6%
	Female	16	44.4%
Employment status	Temporary	5	13.9%
	Permanent	31	86.1%
Marital Status	Single	7	19.4%
	Married	26	72.2%
	Widowed	3	8.3%
Age	≤ 30 years old	9	25%
	31 – 39 years old	8	22.2%
	40 – 49 years old	15	41.7%
	≥ 50 years old	4	11.1%
Highest Education Level	High school	5	13.9%
	Diploma	2	5.6%
	Bachelor (S-1)	24	66.7%
	Master or Doctor (S-2/S-3)	5	13.9%
	<b>Total</b>		36

Source: Processed primary data, 2025

#### 4.1.3. Classical Assumptions

The findings from the test on classic assumptions (Table 3) indicate that there is no presence of heteroscedasticity (Glejser test,  $p > 0.05$ ), and the normality test has been satisfied as well (Kolmogorov-Smirnov test, Asymp. Sig.  $> 0.05$ ). In the regression model, there is no multicollinearity observed with a tolerance value exceeding 0.10 and VIF below 10.

**Table 3. Classical Assumption Test**

Ind.	Dep.	Multicollinearity		Glejser Test	Kolmogorov-Smirnov Test
		Tol.	VIF	Sig.	Asymp. Sig.
Servant leadership		0.310	3.230	0.948	
Work Environment	Job	0.343	2.912	0.379	0.200
Work Discipline	Satisfaction	0.438	2.285	0.110	
Compensation		0.297	3.366	0.622	

Source: Processed primary data, 2025

#### 4.1.4. Hypothesis Testing

The analysis presented in Table 4 and Figure 1 demonstrates that the significance levels for servant leadership (0.007), workplace environment (0.026), work discipline (0.003), and employee compensation (0.035) all fall below the 0.05 threshold, indicating that Hypotheses 1 through 4 are statistically supported and therefore confirmed. The variables of servant leadership, work environment, work discipline, and work compensation have a coefficient of

determination ( $R^2$ ) of 87.8% on job satisfaction, with the remaining 12.2% potentially influenced by other factors not included in the research model variables, such as organizational culture, interpersonal relationships, or employee personal factors.

**Table 4. Multiple Linear Regression Results**

Ind.	Dep.	Unst. Coef		t	Sig	Adj. R Square
		B	Std. Err			
Servant Leadership	Job Satisfaction	0.203	0.071	2.866	0.007	0.878
Work Environment		0.201	0.086	2.345	0.026	
Work Discipline		0.122	0.038	3.223	0.003	
Compensation		0.234	0.106	2.200	0.035	

Source: Processed primary data, 2025

## 4.2. Discussion

### 4.2.1. The Effect of Servant Leadership on Job Satisfaction

The findings from conducting tests on H1 indicate that servant leadership greatly enhances job satisfaction in employees within the Kapanewon Depok. This finding confirms the research conducted by Damara (2015) and Luthfiya and Putra (2024) that servant leadership greatly improves the level of job satisfaction experienced by employees. This leadership style allows employees to feel more valued, understood, and supported in carrying out their duties. The indicator with the highest response value in servant leadership is “my supervisor encourages employees to come up with new ideas” (mean=4.36). The servant leadership variable has the lowest score in this particular indicator that is “my supervisor enjoys the success of their employees more than their own success” (mean=3.56). According to Cowan (1996), servant leadership requires leaders to prioritize the success of others over personal interests. Theoretically, servant leadership influences job satisfaction because it creates supportive work relationships, strengthens a sense of belonging, and fosters meaning in work (Nugroho et al., 2024). Hence, the better the caliber of servant leadership, the more significant its effect on boosting employee happiness.

### 4.2.2. The Influence of the Work Environment on Job Satisfaction

The outcomes of the research on H2 suggest that the surrounding work conditions greatly boost the morale of the staff members working in the Kapanewon Depok. This finding confirms the research conducted by Yuliantini and Santoso (2020) and Purnama et al. (2019) that Job satisfaction is greatly impacted by the surroundings in which one works. This research specifically highlighted a particular statement within the work environment variable that held the most value that is “the room or office where I work has good lighting” with an average of 4.33, indicating that physical aspects such as adequate lighting have an important influence in creating work comfort. A well-organized physical environment can reduce stress, improve focus, and make employees more comfortable at work. Conversely, the indicator with the lowest score was “my job requires performing various tasks” with an average of 3.92, indicating that multitasking demands or task complexity can influence perceptions of the work environment, especially if such demands are not supported by adequate facilities or a conducive work atmosphere. This reinforces the theory proposed by Robbins and Judge (2018) which states that a safe, comfortable, and psychosocially supportive work environment can enhance job satisfaction by fulfilling employees' basic and emotional needs.

### 4.2.3. Direct Influence of Work Discipline on Job Satisfaction

The results of testing H3 show that work discipline has a significant positive influence on job satisfaction among employees at Kapanewon Depok. This finding confirms research conducted by Tamali and Munasip (2019), Arrywibowo and Rahma (2020), and Baktiar et al. (2024) that employee discipline behavior plays a crucial role in creating work orderliness, responsibility, and compliance with organizational rules, ultimately leading to increased job satisfaction. Discipline reflects how individuals adhere to work hours, complete tasks on time, and demonstrate commitment to professional obligations. The highest indicator value in this study was observed in the statement “I prepare myself for my work” with an average of 4.33, indicating that employees have a high level of awareness in preparing themselves physically and mentally before carrying out their tasks, a form of personal responsibility that impacts comfort and satisfaction in working. On the other hand, the indicator “I spend enough time to complete my work” received the lowest score (average = 3.86), indicating that some employees may feel constrained in managing their time or feel pressured by their workload, resulting in suboptimal task completion times. This is in line with the opinion that discipline is an important factor in fostering a positive attitude towards work, which will ultimately have a direct impact on job satisfaction (Malayu, 2016).

### 4.2.4. The Influence of Work Compensation on Job Satisfaction

The findings from the investigation of H4 reveal that fair and suitable work compensation leads to increased job satisfaction amongst employees in Kapanewon Depok. This implies that the level of satisfaction at work is directly influenced by the fairness and relevance of the compensation provided. Compensation, which includes salary, allowances, and incentives, is seen as a form of recognition for performance, thereby fostering a sense of appreciation and work motivation. This finding confirms the research conducted by Supriyadi et al. (2017) and Widiyanto and Setyawasih (2019) that compensation has a significant positive effect on job satisfaction. There is an indicator that has the highest response value for compensation, namely “I receive compensation in accordance with my work performance” (average = 4.22). The indicator with the lowest value for the compensation variable is “the bonus given by the company is commensurate with overtime” (average = 3.92). This means that as compensation increases, employees will be satisfied and will strive to work well. If compensation is not provided or decreases, it will lead to job dissatisfaction among employees.

## 5. Conclusion

Job satisfaction among employees at Kapanewon Depok is positively and significantly influenced by servant leadership, the work environment, work discipline, and compensation, as demonstrated by the results of this study. This indicates that servant leaders, a comfortable work environment, high discipline, and fair compensation can create satisfying working conditions for employees. Therefore, the leadership of Kapanewon Depok continues to develop a supportive leadership style, create a conducive work environment, strengthen discipline through a nurturing approach, and ensure a transparent and fair compensation system. The value of the determination coefficient suggests the presence of additional variables that also influence job satisfaction, such as workload, time pressure, task complexity, and psychological factors that can determine whether employees feel satisfied or experience stress at work.

Accordingly, future research is recommended to broaden the research scope by including diverse industrial sectors or institutional contexts in order to explore variations in organizational settings that may affect job satisfaction. In addition, incorporating other

relevant variables such as intrinsic motivation, such as workload, and work-life balance is essential to develop a more comprehensive understanding of the determinants of job satisfaction. Particular emphasis should also be placed on variables such as workload, especially in government institutions, where excessive workload without sufficient resource support may lead to decreased job satisfaction and negatively impact the effectiveness of public service delivery. The results of this study are expected to contribute to the theoretical development and practical implementation of human resource management strategies, particularly in efforts to sustainably enhance employee job satisfaction.

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