

## Servant Leadership and Workplace Well-Being: Influences on Employee Engagement

Muhammad Aulia<sup>1</sup>, Shofyan Roni<sup>2</sup>, Kartika Sari Lubis<sup>3\*</sup>

<sup>1,2,3</sup>Faculty of Economy and Business, Potensi Utama University, Medan, Indonesia.  
aulmuh18@gmail.com<sup>1</sup>, ronie.snr82@gmail.com<sup>2</sup>, kartikalubis77@gmail.com<sup>3\*</sup>

Received: 15 June 2025 Revised: 10 July 2025 Accepted: 15 August 2023

DOI: <https://doi.org/10.54099/hbr.v5i2.1412>

### Abstract

**Purpose** – This study aims to examine the influence of servant leadership and workplace well-being on employee engagement. **Methodology/approach** – This study applies quantitative methodology, gathering data from 614 employees by questionnaires. Withdrawing the quantity of samples that were used in the Slovin sampling technique with a critical value set at 10%. Therefore, 86 employees made up the sample for this investigation. SPSS version 25 is used for data processing. **Findings** – The findings obtained from this study show that: (1) Servant Leadership has a partial and significant impact on Employee Engagement, (2) Workplace Well-Being has a partial and significant impact on Employee Engagement, (3) Servant Leadership and Workplace Well-Being simultaneously have a significant impact on Employee Engagement. The adjusted R-squared value of 0.861 can be referred to as the coefficient of determination, indicating that 86.1% of Employee Engagement can be explained through Servant Leadership and Workplace Well-Being, while the remaining 13.9% is explained by external variables not examined in the model. **Novelty/value** – This study contributes to the human resource management literature by simultaneously examining the influence of servant leadership and workplace well-being on employee engagement in the formal sector in Indonesia. This study fills a gap in previous research, this study fills a gap by jointly analyzing servant leadership and workplace well-being, highlighting their combined role in enhancing employee engagement.

**Keywords:** Employee Engagement, Servant Leadership, Workplace Well-Being

*This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.*

### INTRODUCTION

Employee engagement is a significant factor in the world of work that plays a role in increasing employee productivity and loyalty to the organization. In Indonesia, the concept of employee engagement is getting more attention, especially in facing the challenges of the digital era and changing work dynamics. Based on a report from Gallup Management on the Employee Engagement Index, 29% of employees fall into the category of engaged employees, while a study conducted by Gallup on employee engagement assessment conducted on 49,928 work units with nearly 1.4 million employees states that there is a clear link between employee engagement and performance, namely: 1) customer rating; 2) profitability; 3) productivity; 4) turnover; 5) safety incident; and 6) shrink. Not only that, data shows that globally, 77% of employees feel disengaged at work. In the Southeast Asia region, including Indonesia, employee engagement levels are also low, with only 24% of employees feeling engaged. In Indonesia alone, the level of employee engagement is even lower, reaching only 13%. In addition, only 21% of employees overall feel engaged with their work.

One of the reasons for this low engagement is the lack of employees' sense of connection with the organization's vision and mission. In addition, many employees face a work establishing that is not helpful for their well-being, both physically, mentally, and professionally (Alam et al., 2023; Canavesi & Minelli, 2022; Saks, 2022). Some of the main factors that influence low employee engagement in Indonesia are unsupportive leadership styles, ineffective organizational communication, and poor employee welfare. Many organizations still apply authoritarian and transactional leadership styles, where interactions between leaders and employees

are more instructive than participatory. Employee intrinsic motivation suffers as a result, and they feel less a part of the organization.

In the contemporary workplace, a more service-oriented leadership approach known as servant leadership is starting to be considered as an effective alternative in improving employee engagement. In contrast to traditional leadership which highlights authority and instruction, servant leadership was all about serving employees, supporting their professional growth, and creating a more harmonious work environment. This leadership model is believed to increase employee engagement by making the bond between leaders and workers stronger, as well as improving well-being in the workplace (Srimulyani & Hermanto, 2022); (Winston, 2023) . The servant leadership approach positions leaders as servants to their team members and focuses on empowering individuals, developing employee potential, and creating a supportive and inclusive work environment. By prioritizing employees' needs, listening to their aspirations, and providing emotional and professional support, servant leadership is not only able to build harmonious working relationships, but also encourage employees to contribute more to the organization (Winston, 2023 & Zeng et al., 2022). Cheng & Traiwannakij (2024); Majid & Puspita (2024); Nurmalitasaria & Puspitarini (2024) said that employee engagement is significantly improved by servant leadership. Nevertheless, despite many studies supporting the effectiveness of servant leadership in improving employee engagement it cannot be overlooked that there are some critical perspectives showing the potential negative impact of this approach. Studies carried out by Edri et al. (2024); Gómez et al. (2020) said that employee engagement is negatively impacted by servant leadership.

Along with servant leadership, according to Siswanti et al. (2024) said that workplace well-being has a very important role in increasing employee engagement. Employees' physical, mental, and emotional health in the workplace is reflected in the idea of workplace well-being. Employee engagement is often higher for those who feel appreciated, encouraged, and given the chance to grow than for those who operate in environments with a lot of stress and strain (Koroglu & Özmen, 2021 & Sharma & Kumra, 2022). There are still many companies that implement long working hours without providing enough flexibility for employees. Unbalanced work and personal life can lead to high levels of stress and lower employee engagement. Companies that do not pay attention to employee workplace well-being risk experiencing high levels of job burnout and increased absenteeism. (Akbar et al., 2020) workplace well-being emphasizes more on how individuals feel emotionally satisfied and prosperous as a result of their experiences and interactions in the work environment. This includes how individuals make meaning of their work, feel support from the organization, and get satisfaction from the contributions they make in the context of work.

As an implication of modern organizational dynamics, the effectiveness of servant leadership and job satisfaction in increasing employee engagement is greatly influenced by contextual factors such as psychosocial safety climate, social support, and perceptions of organizational justice. Bhoir & Sinha (2024) argue that human resource practices that support well-being significantly contribute to increased engagement by strengthening a sense of belonging like it belong to the group. Jaswal et al. (2024) in their review in a systematic way, show that the workplace contentment is closely related to well-being and engagement, although conclusive data in some areas remain limited. Similar findings are also shown by Siswanti et al. (2024), who state that workplace well-being directly impacts improvement of task performance by means of job engagement's mediating effect. Zafirah & Budiono (2024) add that psychological well-being and work-life balance have simultaneous contributions to performance improvement through high work engagement.

In the context of organizational development, Limbong & Saragih (2023) demonstrate that servant leadership is effective in promoting innovative work behavior through increased work engagement. Another study by Wiyono et al. (2024) indicates that servant leadership can also reduce work fatigue and foster a positive work ethics culture, particularly in the hospitality sector. Additionally, research conducted by Greco et al. (2023) in *Frontiers in Psychology* indicates that advance work practices, mediated by organizational identity, favorably associated with employee well-being and engagement. Meanwhile, Garrido et al. (2023) emphasize the importance of supporting work-life balance, which can enhance well-being and positively impact overall performance.

PT Medan Sugar Industry Medan is one of the manufacturing businesses that produces sugar. As an industry that relies on a large workforce, the company faces challenges in maintaining a high level of employee engagement. Initial findings revealed that a large number of workers at PT Medan Sugar Industry Medan feel less engaged in their work, which is characterized by a high absenteeism rate, fluctuating productivity, and complaints related to work welfare. In addition, the leadership style applied in this company is still oriented towards a rigid hierarchical structure, so the relationship between leaders and employees is less collaborative.

Many employees feel that leaders pay less attention to their needs and welfare, which in turn has an impact on low employee engagement. Thus, further research needs to be done to explore how the application of servant leadership and improving workplace well-being can help improve employee engagement in this company. According to the phenomenon of the issues that arise, research on “The Effect of Servant Leadership and Workplace Well-Being on Employee Engagement at PT Medan Sugar Industry Medan” is very relevant to be carried out.

## LITERATURE REVIEW

### Servant Leadership

It is expected of all those nominated to leadership positions that they will be capable of nurturing others. According to Greenleaf in Prasetyono & Ramdayana (2020) servant leadership is someone who first becomes a servant, starting with the instinctive belief that a person who wishes to serve must serve first. The deliberate decision then results in someone taking the lead. According to Trompenaars and Voerman in Rachman et al., (2021) servant leadership is a management style where serving and leading are in harmony and there is connection with the environment. A servant leader is someone who has a strong desire to lead and serve, and most importantly, who can integrate the two in a way that is mutually reinforcing and good. Indicators of servant leadership are according to Burhanuddin et al., (2018), namely: 1) Compassion is a system of compassionate leadership founded on compassion, which entails acting morally and sensibly at the appropriate moment. 2) Empowerment, specifically giving authority to others or hearing what followers have to say. 3) Vision is the course that the leader of an organization will take. 4) Humility, which is the effectiveness of leaders who are seen from humility by showing respect for subordinates and praising employees when completing tasks well. 5) Trust is a leader who has advantages and is directly chosen by subordinates to be trusted as a leader.

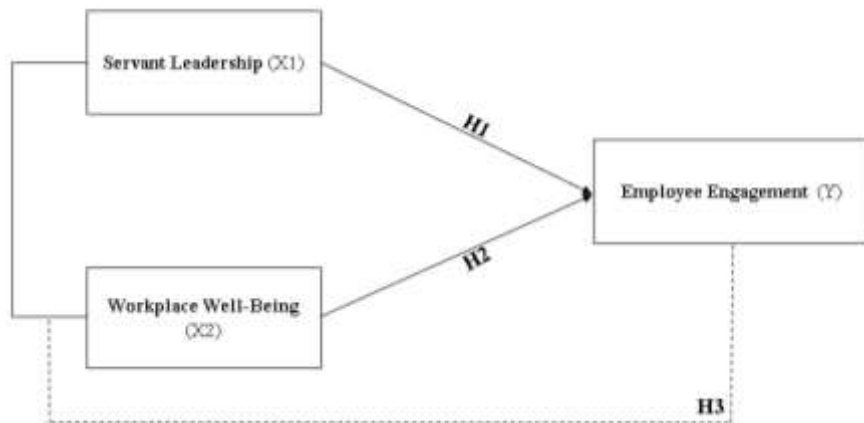
### Workplace Well-Being

According to Slemp et al., (2015) workplace well-being is a well-being at work that can have a positive or negative influence at work and satisfaction at work. Meanwhile, according to Page in (Rafifah et al., 2022) explains workplace well-being which is a prosperity that can be felt by employees who are related to general feelings and their work's inherent and external worth. Workplace well-being according to Parker and Hyett (2011) has 4 dimensions, specifically, job happiness, employer concern, organizational respect for the worker, and work interference into personal life. Job happiness is a state where individuals view work as a tool to fulfill needs and can increase self-esteem and find meaning in the work done. Organizational respect for the worker to see how the organization is doing in hiring employees, such as whether the boss is a trustworthy person, ethics and how the organization treats employees. Employer concern to see the condition of the relationship in the organization, especially the relationship between superiors and subordinates, such as the supervisor's concern, the supervisor's availability to listen, and the supervisor's attitude towards subordinates. Intrusion of work interference into personal life refers to individual conditions at work, such as pressure, stress, difficulty achieving targets and free time employees have outside working hours.

### Employee Engagement

Employee engagement was first defined by Kahn in Mahadika & Hadi (2018) as an individual will engage and express himself physically and emotionally while performing his work performance in the company through a participatory process that utilizes all of the employees' abilities and is intended to increase commitment to the company's success as an effort to involve members of the organization in order to know their role at work. Meanwhile, according to (Mishra & Biswal, 2024) employee engagement is the key to improving performance. Employee engagement is a broad concept that covers various aspects of human resource management. Indicators of employee engagement according to Schaufeli in Mahadika & Hadi (2018), namely: a) Vigor is a component of employee engagement that is defined by an individual's exceptional mental and physical fortitude when doing work-related duties. b) Dedication is a component of employee engagement that is defined by workers' passion for their jobs. Workers that are very committed to their jobs will make their work worthwhile, motivating, and demanding. c) Absorption is a component of employee engagement that is defined by the actions of workers who devote themselves fully and seriously to their jobs, feeling that time flies by and that it is hard to take their minds off of them.

H3: Servant leadership and workplace well-being have a positive and significant simultaneous effect on employee engagement.



Source: By researcher (2025)

The present research approached its research quantitatively, which is defined as a positivist and philosophical approach that uses research instruments to collect data on specific populations and samples, and quantitative and statistical data analysis to describe and test preconceived hypotheses (Sugiyono, 2022). Through the testing of several research hypotheses, this study describes a conclusion based on a number of stipulations that exist in the research process, therefore explaining the causal link between one variable and another. In this study, there are three variables. The independent variables are Servant Leadership (X1) and Workplace Well-being (X2), and the dependent variable is Employee Engagement (Y). This study's population consisted of all employees of PT Medan Sugar Industry Medan, and its principal data collecting method was the distribution of questionnaires with Likert scales to respondents. The total population is 614 workers. In this research, researcher used the Slovin algorithm to calculate the sample size for this investigation, setting a critical value of 10%. Therefore, 86 workers who were employed by PT Medan Sugar Industry Medan made up the sample for this study. The analytical tool used in this study was the SPSS version 25.

### a. Validitas Test

Variable	Item Statement	Corrected Item Total Correlations	R-Table	Results
Servant Leadership (X1)	X1.1	0,745	0,361	Valid
	X1.2	0,763		Valid
	X1.3	0,751		Valid
	X1.4	0,641		Valid
	X1.5	0,657		Valid
	X1.6	0,527		Valid
	X1.7	0,632		Valid
	X1.8	0,790		Valid
	X1.9	0,751		Valid

Workplace Well-Being (X2)	X1.10	0,729	Valid
	X2.1	0,806	Valid
	X2.2	0,800	Valid
	X2.3	0,726	Valid
	X2.4	0,801	Valid
	X2.5	0,577	Valid
	X2.6	0,810	Valid
	X2.7	0,717	Valid
Employee Engagement (Y)	X2.8	0,810	Valid
	Y.1	0,687	Valid
	Y.2	0,825	Valid
	Y.3	0,789	Valid
	Y.4	0,825	Valid
	Y.5	0,789	Valid
	Y.6	0,779	Valid

Source: Data Processed by researcher (2025)

The validity test findings for up to 24 statement items on servant leadership (X1), workplace well-being (X2), and employee engagement (Y) are shown in the above table to be valid as all corrected item total correlation values are more than 0.361.

## b. Reliability Test

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Results
1	Servant Leadership (X1)	0,865	Reliable
2	Workplace Well-Being (X2)	0,882	Reliable
3	Employee Engagement (Y)	0,856	Reliable

Source: Data Processed by researcher (2025)

The reliability test findings on all servant leadership (X1), workplace well-being (X2), and employee engagement (Y) variables, including up to 24 statement items, are deemed trustworthy since all Cronbach's alpha values > 0.60, as is evident in the above table.

## c. Kolmogorov-Smirnov Normality Test

Table 3. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		84
Normal	Mean	.0000000
Parameters <sup>a,B</sup>	Std.	1,11399739
	Deviation	
Most Extreme	Absolute	.105
Differences	Positive	.105
	Negative	-.104
Kolmogorov-Smirnov Z		.105
Asymp. Sig. (2-Tailed)		.023
A. Test Distribution Is Normal.		
B. Calculated From Data.		

Source: Data Processed by researcher (2025)

The data studied is normally distributed, as shown in the table, with a significance value of 0.023 greater than 0.05. This indicates a normal distribution pattern in the data, which makes it appropriate for further parametric analysis.

## d. Multicollinearity Test

Table 4. Multicollinearity Test Results

Coefficients <sup>a</sup>			
Model	Collinearity Statistics		
	Tolerance	VIF	
1 (Constant)			
Servant Leadership	0,476	2,102	
Workplace Well-Being	0,476	2,102	

a. Dependent Variable: Employee Engagement

Source: Data Processed by researcher (2025)

As shown in the table above, the results of the multicollinearity test for employee engagement (Y), workplace well-being (X2), and servant leadership (X1) show tolerance values greater than 0.10 and VIF values less than 10. As a consequence, this study is deemed free of multicollinearity issues.

## e. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	1,984	,794		2,500	0,014
Servant Leadership	-0,02	,026	-0,014	-0,086	0,932
Workplace Well-Being	-0,031	,028	-0,179	-1,129	,262

a. Dependent Variable: Abs\_RES

Source: Data Processed by researcher (2025)

Considering the outcomes in the previous table of the heteroscedasticity test, both independent variables' significance values are higher than 0.05. This indicates the independent variables and the residual error in the used model of regression do not consistently correlate.

## f. Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients	
	B	Std. Error



1	(Constant)	3,493	1,274
	Servant Leadership	-,103	,042
	Workplace Well-Being	,770	,044

Source: Data Processed by researcher (2025)

The regression equation for this investigation is shown in following table:

$$Y = 3,493 + -0,103 X_1 + 0,770 X_2 + e$$

- a) Constant  $\alpha = 3,493$

From the constant  $\alpha = 3,493$ , it can be seen that Servant Leadership, and Workplace Well-Being do not increase or are 0 (zero), then Employee Engagement is 2.328 units.

- b)  $\beta_1 = -0,103$

In the event that a policy promoting servant leadership is implemented, employee engagement will rise by -0,103 units.

- c)  $\beta_2 = 0,770$

If a policy is in place to promote workplace well-being, employee engagement will rise by 0,770 units.

## g. Simultaneous Test (F-test)

Table 7. Simultaneous Test Results (F-test)

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	655,239	2	327,620	257,645	.000 <sup>b</sup>
Residual	102,999	81	1,272		
Total	758,238	83			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Workplace Well-Being, Servant Leadership

Source: Data Processed by researcher (2025)

The analysis of the data shows that the F-count value of 257,645 is much higher than the F-table value of 2.41 at a significance level of 0.05. Also, the significance threshold of 0.05 ( $0.000 < 0.05$ ) is much higher than the significance value of 0.000. The null hypothesis ( $H_0$ ) is rejected since the F-count value is higher than the F-table value (2.41). The alternative hypothesis ( $H_a$ ) is accepted. This indicates that the synergistic advantages of Servant Leadership ( $X_1$ ) and Workplace Well-Being ( $X_2$ ) substantially influence Employee Engagement ( $Y$ ). The findings indicate that organizations seeking to increase employee engagement should concentrate on promoting workplace well-being and cultivating servant leadership practices concurrently, as these factors together lead to a more engaged workforce. In other words, these two independent factors work together synergistically to greatly influence or enhance employee engagement.

## h. Partial Test (t-test)

Table 8. Partial Test Results (t-test)

	Model	t	Sig.
1	(Constant)	2,743	0,007
	Servant Leadership	-2,472	0,016
	Workplace Well-Being	17,352	0,000

Source: Data Processed by researcher (2025)

- Servant Leadership's Effect on Employee Engagement The preceding hypothesis (H1) is accepted because Servant Leadership has a substantial effect on the Employee of Engagement, as evidenced by the t value of  $2,472 > 1.66$  ( $n-k = 84-3 = 81$  at  $0.05 / 5\%$ ) and a significant  $0,016 < 0,05$ . Ho has been turned down while Ha is accepted.
- The Impact of Workplace Well-Being on Employee Engagement as a result, the prior hypothesis (H2) is accepted. The t value of workplace well-being is  $17,352 > 1.66$  ( $n-k = 84-3 = 81$  at  $0.05 / 5\%$ ) and substantially  $0.000 < 0.05$ , meaning Ho is turned down while Ha is accepted.

## i. Determination Test

Table 8. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,932 <sup>a</sup>	0,864	0,861	1,128

Source: Data Processed by researcher (2025)

The table above shows that the coefficient of determination is 0.861 from the adjustable R square value. This suggest that workplace well-being and servant leadership can account for 0.861 (86,1%) of employee engagement, with the remaining 13.9% ( $100\% - 86.1\% = 13.9\%$ ) being taken into consideration by variables instead of being excluded from the model.

## DISCUSSION

### a. The Effect of Servant Leadership on Employee Engagement

The results of the study indicate that servant leadership has a partial positive and significant effect on employee engagement. Based on the statistical test results from the questionnaire distributed to 86 respondents who were selected as the study sample, the calculated t-value for servant leadership was  $2.472 > t\text{-table } 1.66$  and significance  $0.016 < 0.05$ , so Ha was accepted and Ho was rejected. These research findings support the studies by Cheng & Traiwannakij (2024) and Qudratzai & Gul (2022), which state that servant leadership has a positive and significant influence on employee engagement.

### b. The Effect of Workplace Well-Being on Employee Engagement

The results of the study indicate that workplace well-being has a partial positive and significant effect on employee engagement. Based on the statistical test results from the questionnaire distributed to 86 respondents who were selected as the study sample, the calculated t-value for workplace well-being was  $17.352 > t\text{-table } 1.66$ , and the significance level was  $0.000 < 0.05$ , thus accepting the alternative hypothesis (Ha) and rejecting the null hypothesis (Ho). These research findings support the studies by Dewi & Wardhani (2023) and Faultas (2024), which state that workplace well-being has a positive and significant influence on employee engagement.

### c. The Effect of Servant Leadership and Workplace Well-Being on Employee Engagement

The results of the study indicate that servant leadership and workplace well-being simultaneously have a positive and significant effect on employee engagement. Based on the statistical test results from the questionnaire distributed to 86 respondents who were used as the sample, the F-test value yielded an F-calculated value of  $257.645 > F\text{-table value of } 2.41$ , thus accepting Ha and rejecting Ho. These research



findings support the studies by Cai et al. (2024) and Dewi & Wardhani (2023), which state that servant leadership and workplace well-being have a positive and significant impact on employee engagement.

## CONCLUSION

Based on empirical investigation results, it was found that servant leadership and workplace well-being partially have a positive and significant influence on employee engagement. This indicates that the higher the implementation of servant leadership and the better the well-being felt by employees in the workplace, the greater the engagement, enthusiasm, and commitment of employees to their work. Simultaneously, both variables were also found to have a positive and significant influence on employee engagement, indicating that the combination of leadership focused on service and attention to employee well-being can foster stronger and more sustainable work relationships. It is recommended to increase the implementation of servant leadership through leadership training that emphasizes the values of empathy, support, and service to the team. In addition, companies need to create policies and programs that pay attention to the overall well-being of employees, such as work-life balance, mental health facilities, and recognition of employee contributions. Further research could explore the mediating or moderating role of other variables in strengthening the relationship between servant leadership, workplace well-being, and employee engagement.

## REFERENCES

- Akbar, Harding, & Yanuarti. (2020). Peran Kesejahteraan di Tempat Kerja terhadap Kesiapan untuk Berubah. *Psikologika . Jurnal Dan Penelitian Psikologi*, 25(2), 229–244.
- Alam, A., Naseer, S., & Zada, M. (2023). Employee engagement and organizational performance: The mediating role of psychological well-being. *Journal of Management Development*, 42(1), 47–64.
- Bhoir, & Sinha. (2024). Employee well-being human resource practices: A systematic literature review and directions for future research. *Future Business Journal*, 95, 10.
- Burhanuddin, Supriyanto, & Adi. (2018). *Budaya Organisasi dan Kepemimpinan: Concept, Implementation, and Measurement Modelling Based on Development Research at School Contexts*. (Cetakan I). Fakultas Ilmu Pendidikan Universitas Negeri Padang.
- Canavesi, A., & Minelli, E. (2022). Employee well-being and engagement: The role of organizational culture. *International Journal of Environmental Research and Public Health*, 19(7), 41–42.
- Edri, Sudaryanto, Panggalih, & Setyaningrum. (2024). The effect of servant leadership, organizational culture on employee performance mediated by organizational commitment at PT XYZ. *JUDICIOUS*, 169–182.
- Garrido, Ferrer, & Rodríguez. (2023). Relationship between work-family balance, employee well-being and job performance. *European Research on Management and Business Economics*, 29(1).
- Gómez, Montes, & Sánchez. (2020). Servant Leadership in a Social Religious Organization: An Analysis of Work Engagement, Authenticity, and Spirituality at Work. *International Journal of Environmental Research and Public Health*, 17(22), 1–21.
- Greco, Esposito, Capalbo, & D’Onza. (2023). High-performance work practices and employee well-being: Organizational identification as a mediator. *Frontiers in Psychology*, 14.
- Jaswal, Sharma, Bhardwaj, & Kraus. (2024). Promoting well-being through happiness at work: A systematic literature review and future research agenda. *Management Decision*, 62(13), 332–369.
- Jianji Zeng, Jiahui Lai, & Xiaofan Liu. (2022). How servant leadership motivates young university teachers’ workplace well-being: The role of occupational commitment and risk perception. *Frontiers in Psychology*, 13(1), 1–11.
- Koroglu, & Özmen. (2021). Transformational leadership, employee engagement and organizational commitment: Evidence from hospitality. *Frontiers in Psychology*.
- Limbong, & Saragih. (2023). The effectiveness of servant leadership in enhancing innovative work behavior: The art of job engagement. *Jurnal Manajemen Maranatha*, 23(1), 33–44.
- Mahadika, & Hadi. (2018). PENGARUH KETERLIBATAN KARYAWAN, LINGKUNGAN KERJA DAN BUDAYA PERUSAHAAN TERHADAP KINERJA KARYAWAN PADA PT. JOLIN PERMATA BUANA KOTA BATAM. *Jurnal Equilibiria*, 5(1), 51.
- Majid, & Puspita. (2024). The Effect of Servant Leadership and Motivation on Employee Performance: The Mediating of Work Engagement. *Mabny: Journal of Sharia Management and Business*, 4(2), 125–139.

- 
- Nurmalitasaria, & Puspitarini. (2024). The Influence of Servant Leadership on Work Engagement. *Ekombis Review: Jurnal Ilmiah Ekonomi Dan Bisnis*, 12(3).
- Prasetyono, & Ramdayana. (2020). Pengaruh Servant Leadership, Komitmen Organisasi, dan Lingkungan Fisik Terhadap Kinerja Guru. *Jurnal Akuntabilitas Manajemen Pendidikan*, 8, 108–123.
- Rachman, Mujanah, & Susanti. (2021). SERVANT LEADERSHIP, SELF AWARENESS DAN KOMPENSASI PENGARUHNYA TERHADAP EMPLOYEE ENGAGEMENT DAN KINERJA KARYAWAN PADA PUSKESMAS TANJUNGBUMI MADURA. *Jurnal Media Mahardhika*, 19(2), 361–371.
- Rafifah, Maulana, & Gunawan. (2022). Pengaruh Workplace Well-Being dan Kesehatan Mental terhadap Kinerja Karyawan pada PT Mega Hotel Lestari. *SOSMANIORA: Jurnal Ilmu Sosial Dan Humaniora*, 1(4), 448–456.
- Saks, A. M. (2022). A dual process model of employee engagement: The role of job and organizational engagement. *Human Resource Development Review*, 21(1), 7–28.
- Sharma, & Kumra. (2022). Examining the mediating role of work engagement on the relationship between workplace mindfulness and organizational justice and its association with well-being. *South Asian Journal of Business Studies*, 11(2), 129–148.
- Siswanti, Daud, Nugraha, Zhalifunnas, & Nugraha R. (2024). The Effect of Workplace Well-being on Task Performance in Employees: The Mediating Role of Work Engagement. *Gadjah Mada Journal of Professional Psychology (GamaJPP)*, 10(2), 98.
- Siyu Cheng, & Surachai Traiwannakij. (2024). The Influence of Leadership Behavior Assessments and Servant-Oriented Leadership on Employee Engagement. *Proceedings of the International Seminar on Business Economics Social Science and Technology (ISBEST)*, 4(1).
- Slemp, Kern, & Brodrick. (2015). Workplace Well-Being: The Role of Job Crafting and Autonomy Support. *Psychology of Well-Being*, 5(7), 1–17.
- Srimulyani, E., & Hermanto, Y. B. (2022). The role of servant leadership in enhancing employee engagement and organizational performance. *Journal of Leadership in Organizations*, 4(1), 12–25.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Winston, B. E. (2023). Servant leadership: A journey into the nature of legitimate power and greatness (2nd ed.). *Leadership & Organization Development Journal*, 44(2), 134–148.
- Wiyono, Tanjung, Setiadi, Marini, & Sugiarto. (2024). Organizational transformation: The impact of servant leadership on work ethic culture with burnout as a mediating factor in the hospitality industry. *ArXiv Preprint*.
- Zafirah, & Budiono. (2024). Pengaruh psychological well-being dan work life balance terhadap job performance melalui work engagement pada perawat generasi Z. *Jurnal Ilmu Manajemen*, 12(2), 227–242.