

The Effect Of Servant Leadership And Person-Organization Fit On Job Satisfaction Mediated By Motivation (Study on OPD Employees in Batang District)

Mutrofin¹, Lie Liana²

^{1,2} Universitas Stikubank, Semarang, Indonesia

Email: mutrofinopin88@gmail.com

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Abstract

This study aims to analyze the influence of servant leadership and person-organization fit on job satisfaction mediated by motivation. This study uses a quantitative research approach with a population of 67 ASN employees in the Batang District OPD. Data were processed using SPSS software version 24. Data analysis techniques include respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R2 tests, t tests, and Sobel Tests. The results of the study state that servant leadership has a positive effect on motivation, person-organization fit does not affect motivation, servant leadership has a positive effect on job satisfaction, person-organization fit does not affect job satisfaction, motivation has a positive effect on job satisfaction, motivation mediates the effect of servant leadership on job satisfaction, and motivation does not mediate the effect of person-organization fit on job satisfaction.

INTRODUCTION

Every government agency, in carrying out its activities, always involves employees in various matters within their responsibility. At the government levels closest to the community, such as sub-districts and villages, ASN (State Civil Apparatus) are required to provide professional, responsive, and public-interest-oriented services. These demands drive the government to continuously strive for improved governance.

Robbin & Judge (2015) explain that job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. High job satisfaction contributes to increased productivity and employees will feel satisfied so they tend to work more efficiently and produce better quality work (Aryani et al., 2025). Therefore, it is very important for the Regional Apparatus Organization (OPD) of Batang District that manages ASN at the sub-district and village levels to pay attention to and treat their employees as well as possible to increase job satisfaction. From this, to achieve more optimal employee job satisfaction, it is assumed that there are several factors that influence employee job satisfaction, namely servant leadership, person-organization fit, and motivation.

Greenleaf (1970) defining servant leadership is a leadership concept that arises from a sincere desire to be the first to serve others. This feeling is what gives rise to the desire to be a leader. The results of research conducted by Hendrawan et al. (2024) This finding indicates that servant leadership has a positive and significant effect on job satisfaction. This finding aligns with research by Fanny & Admaja. (2017), Vrceljet al. (2022), Yang & Wang (2022), Irmayatiet al. (2023), and Al-Amri et al. (2025). Meanwhile, the research results Sahem et al. (2020) found that servant leadership had no significant effect on job satisfaction.

Kristof, in Astuti (2010), defines person-organization fit as the alignment between organizational values and individual values. Research by Astutik et al. (2022), Purnamasari & Palupiningdya (2017), Kodarisman & Margaretha (2022), Jufrizen et al. (2023), and Sylvana et al. (2024) indicates that person-organization fit positively influences job satisfaction. Meanwhile,

research by Noviardy & Trisninawati (2022) found that person-organization fit did not positively influence job satisfaction.

McClelland, in Mangkunegara (2013), defines motivation as a mental state that drives a person to achieve maximum performance. Previous research by Purnomo (2015), Juniari et al. (2015), Carvalho et al. (2020), Ariadi et al. (2024), and Wardiansyah et al. (2024) showed that motivation has a positive effect on job satisfaction. Meanwhile, research by Lebang and Paulina (2017) found that motivation's positive effect on job satisfaction was not proven in their research.

Previous research conducted by Asvriana et al. (2022), Pratiwi & Idawati (2019), Hayat et al. (2024), Hariyono & Andreani (2020), and Ramma et al. (2022) showed that servant leadership has a positive effect on motivation. Meanwhile, research conducted by Fonataba (2016) found that servant leadership had no significant effect on motivation.

The results of previous research conducted by Putra et al. (2023), Darmawan & Rizal (2023), Astuti & Amir (2023), Hadipranata et al. (2023), and Wulandari (2021) shows that *person-organization fit* has a positive effect on motivation. Meanwhile, research conducted by Syafranuddin et al. (2023) showed that person-organization fit had no effect on motivation.

Previous research conducted by Mujianto et al. (2023), Rusli & Ie (2024), and Fauzi & Deswarta (2024) showed that motivation mediates the effect of servant leadership on job satisfaction. These research results indicate that servant leadership influences job satisfaction through motivation.

The research results partially examined the influence of person-organization fit on motivation and the influence of motivation on job satisfaction. These findings indicate that motivation mediates the influence of person-organization fit on job satisfaction.

Based on the problems and descriptions above, as well as the existing research gap, this study aims to analyze the influence of servant leadership and person-organization fit on job satisfaction mediated by motivation. This research was conducted in the context of a government agency such as the Regional Apparatus Organization (OPD) of Batang District, Batang Regency, Central Java Province.

LITERATURE REVIEW

Servant Leadership

Greenleaf (1970) defines servant leadership as a leadership concept that arises from a sincere feeling in the heart to be the first to serve others, the existence of such feelings that gives rise to the desire to be a leader. Servant leadership according to Patterson (2003) has 7 dimensions, namely: agapao love (pure love), humility (humility), altruism (prioritizing others), vision (vision/goals), trust (trust), empowerment (empowerment), and service (service). The agapao love dimension (pure love) has 3 indicators, namely respecting the opinions of subordinates, being careful in making decisions and paying more attention to all employees, being sympathetic and being a good listener. The humility dimension (humility) has 3 indicators, namely being able to be magnanimous in listening to the advice of others, not being greedy for one's position and position and not being arrogant and avoiding dictatorial attitudes. The altruism dimension (prioritizing others) has 3 indicators, namely liking to help others, caring about the welfare of others, and prioritizing the needs of others over oneself. The vision dimension has two indicators: looking ahead and seeing employees as valuable and worthy of assistance in achieving goals, and fostering employee enthusiasm to strive together to realize dreams. The trust dimension has one indicator: being trusted by employees. The empowerment dimension has two indicators: focusing on cooperation, not being authoritarian, giving employees the right to make decisions, and listening to criticism and suggestions from subordinates. The service dimension has one indicator: believing that serving is the essence of a leader.

Person Organization Fit

Kristof in Astuti (2010) defines person-organization fit as the compatibility between organizational values and individual values. The compatibility between organizational values and

individual values of person-organization fit is measured using an instrument developed by Kristof (1996). Kristof in Astuti (2010) explains that person-organization fit has 4 dimensions, namely: value congruence, goal congruence, employee need fulfillment, and culture-personality congruence. The value congruence dimension has 1 indicator, namely feeling that there is a compatibility between personal intrinsic values and the organization. The goal congruence dimension has 1 indicator, namely feeling that there is a compatibility between individual goals and the organization, in this case leaders and colleagues. The employee need fulfillment dimension has 2 indicators, namely feeling that there is a compatibility between employee needs and strengths in the work environment with the organizational system and structure and the current workplace can meet needs. The dimension of personality culture congruence has 3 indicators, namely the current workplace has similarities with the individual, especially in terms of caring for others, feeling that the current workplace is very meaningful in the individual's life, and feeling that the workplace is truly compatible.

Motivation

McClelland in Mangkunegara (2016) defines motivation as a mental condition that drives a person to achieve maximum performance.. McClelland (1961) stated There are 3 dimensions of motivation, namely need for achievement, need for power, and need for affiliation. The need for achievement dimension has 4 indicators, namely Likes working with colleagues who have different backgrounds, believes that success in work performance is determined by oneself, likes working under the supervision of superiors, and develops professionally. The dimension of the need for power has 5 indicators, namely Wanting that the ideas he has can be followed by colleagues, enjoying providing new knowledge to colleagues, enjoying providing positive inspiration to colleagues, enjoying encouraging colleagues so that they work better, and giving direction to colleagues on how to work well. Dimension Affiliation needs have 5 indicators, namely Trying to maintain good relationships in the work environment, working together with colleagues, sharing knowledge learned in class with colleagues, enjoying support from colleagues in career advancement, and enjoying mutual respect at work.

Job satisfaction

Robbin & Judge (2015) explain that job satisfaction is a positive feeling about a job, resulting from an evaluation of its characteristics. Robbin & Judge (2015) states that there are 5 dimensions of job satisfaction, namely pay, job, promotion opportunities, supervisor, and co-workers. The pay dimension has one indicator, namely appropriate income. Dimensions job has 3 indicators, namely the system Interesting work, the opportunity to learn and the opportunity to accept responsibility. Dimensions of promotional opportunities (*promotion opportunities*) has 3 indicators, namely promotion and rank increase, awards and opportunities for self-development. Dimension a The supervisor has three indicators, namely superior attention, superior technical assistance and treatment of subordinates. Meanwhile, the dimensions work colleague (*co-workers*) has 2 indicators, namely ready to work and on time

HYPOTHESIS DEVELOPMENT

The Influence of Servant Leadership on Motivation

Asvriana et al. (2022) stated that servant leadership has a positive influence on motivation. This research aligns with research conducted by Pratiwi & Idawati (2019), Hayat et al. (2024), Hariyono & Andreani (2020), and Ramma et al. (2022), which stated that servant leadership influences motivation. Based on this empirical study, the following conclusions can be drawn:

H1: Servant leadership has a positive effect on motivation.

The Influence of Person Organization Fit on Motivation

Putra et al. (2023) States that There is a positive and significant influence of person-organization fit on motivation. This research is similar to that conducted by Darmawan & Rizal.(2023),Astuti & Amir(2023), Hadipranata et al. (2023), andWulandari (2021) who shows

that *person-organization fit* has a positive influence on motivation. Based on the empirical study, it can be formulated:

H2: Person organization fit has a positive effect on motivation.

The Influence of Servant Leadership on Job Satisfaction

Hendrawan *et al.* (2024) showed a positive and significant influence of servant leadership on job satisfaction. This research is similar to that conducted by Fanny & Admaja (2017), Vrceljet *al.* (2022), Yang & Wang (2022), Irmayatiet *al.* (2023), and Al-Amri *et al.* (2025) who stated that *servant leadership* has a positive influence on job satisfaction. Based on the empirical study, it can be formulated:

H3: Servant leadership has a positive effect on job satisfaction.

The Influence of Person Organization Fit on Job Satisfaction

Astutik *et al.* (2022) demonstrated the influence of person-organization fit on job satisfaction. This research aligns with that conducted by Purnamasari & Palupiningdya (2017), Kodarisman & Margaretha (2022), Jufrizen *et al.* (2023), and Sylvana *et al.* (2024), which showed that person-organization fit positively influences job satisfaction. Based on these empirical studies, the following conclusions can be drawn:

H4: Person organization work fit has a positive effect on job satisfaction.

The Influence of Motivation on Job Satisfaction

Purnomo (2015) showed that motivation has a positive and significant effect on job satisfaction. This research is similar to that conducted by Irwandi (2016) and Juniari *et al.* (2015). Carvalho *et al.* (2020), Ariadi *et al.* (2024), and Wardiansyah *et al.* (2024) showed that motivation has a positive effect on job satisfaction. Based on these empirical studies, the following can be formulated:

H5: Motivation has a positive effect on job satisfaction.

The Influence of Servant Leadership on Job Satisfaction Mediated by Motivation

Mujianto *et al.* (2023) showed that motivation mediates the influence of servant leadership on job satisfaction. This research aligns with that conducted by Rusli & Ie (2024) and Fauzi & Deswarta (2024), who stated that motivation mediates the influence of servant leadership on job satisfaction. Based on this empirical study, the following conclusions can be formulated:

H6: The Effect of Servant Leadership on Job Satisfaction is Mediated by Motivation

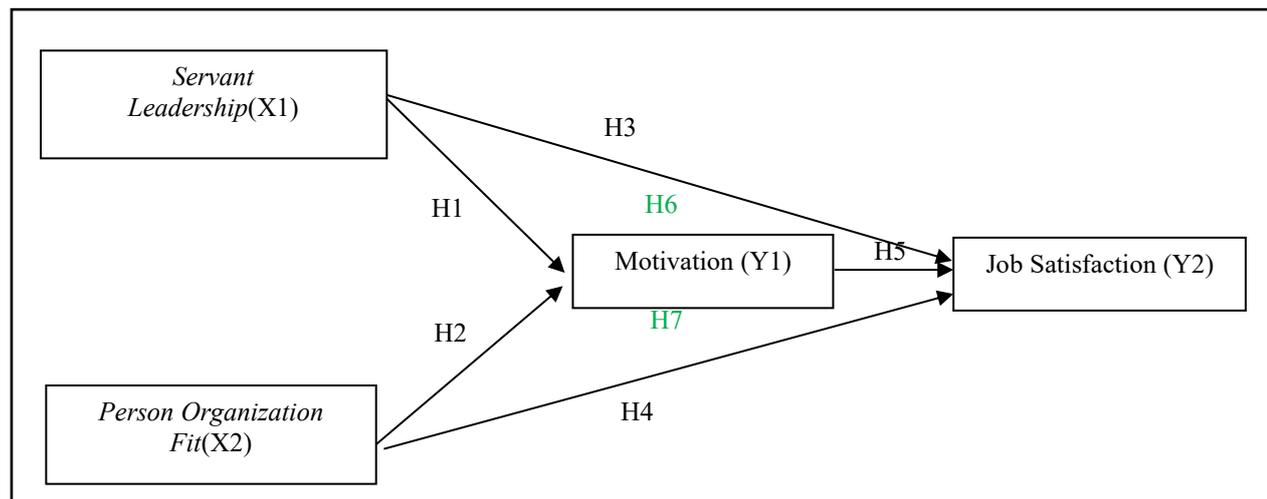
The Influence of Person Organization Fit on Job Satisfaction Mediated by Motivation

The results of the study have examined the influence of person-organization fit on motivation and the influence of motivation on job satisfaction partially. Based on this statement, it can be formulated:

H7: The Effect of Person Organization Fit on Job Satisfaction is Mediated by Motivation

The conceptual framework used in this study consists of servant leadership, person-organization fit, motivation, and job satisfaction. The graphical model is shown in Figure 1.

Figure 1
Conceptual Framework



METHODS

This research is explanatory research using a survey method. The purpose of this study is to analyze the influence of servant leadership and person-organization fit on job satisfaction mediated by motivation. The population used is all ASN employees Regional Apparatus Organization (OPD) of Batang District which amounts to 67 people.

The measurement scale for the variables in this study was adopted from expert opinion and previous research to ensure good validity and reliability. All study variables were measured using a 5-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5).

Data tabulation uses a Likert scale, and the analysis used is SPSS software version 24. Data testing includes respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R2 tests, t tests and mediation tests using the Sobel test.

RESULTS AND DISCUSSION

Respondent Description

Table 1.
Respondent Descriptive

Category	Frequency	Percentage
Gender		
Man	40	59.7
Woman	27	40.3
Marital status		
Marry	64	95.5
Not married yet	3	4.5
Age		
26-30 years old	2	3
31-40 years	4	6
41-50 years	16	23.9
51-60 years	45	67.2

Last education		
High school or equivalent	24	35.8
D3	3	4.5
S1	36	53.7
S2	4	6
Years of service		
0-5 years	10	14.9
6-10 years	2	3
11-15 years	12	17.9
16-20 years	34	50.7
20 years	9	13.4
Employee Status		
Goal 2	24	35.8
Goal 3	40	59.7
Goal 4	3	4.5

Source: Data processed in 2025.

This research was conducted over two months in 2025, with respondents from employees who are actively serving in the Batang District OPD environment of the Batang Regency Government, Central Java. A total of 67 questionnaires were distributed, with 67 responses returned, resulting in a 100% response rate. Based on the demographics of the respondents, it is known that the majority of respondents are aged 51-60 years (67.2%), namely 45 people. are male (59.7%). The results further explain that 36 people have a bachelor's degree (53.7%), the majority of work experience is 16-20 years (50.7%), and 40 people are in group III (59.7%). These results indicate that employees have sufficient work experience as a basis for service and adjustment to the organization.

Variable Description

Table 2
Servant Leadership Variables

	<i>Mean</i>		<i>Mean</i>
X1.1	3.60	X1.9	3.78
X1.2	3.55	X1.10	3.70
X1.3	3.73	X1.11	3.69
X1.4	3.72	X1.12	3.55
X1.5	3.79	X1.13	3.58
X1.6	3.76	X1.14	3.60
X1.7	3.76	X1.15	3.78
X1.8	3.78	X1	3.69

Source: Data processed in 2025.

Table 3
Person Organization Fit variable

	<i>Mean</i>
X2.1	4.10
X2.2	4.34
X2.3	4.28
X2.4	4.25
X2.5	4.15

X2.6	4.13
X2.7	4.19
X2	4.21

Source: Data processed in 2025.

Table 4
Motivation Variables

	<i>Mean</i>		<i>Mean</i>
Y1.1	3.94	Y1.8	4.31
Y1.2	4.22	Y1.9	4.28
Y1.3	4.39	Y1.10	4.18
Y1.4	4.19	Y1.12	4.04
Y1.5	4.28	Y1.13	4.01
Y1.6	4.24	Y1.14	3.87
Y1.7	4.30	Y1	4.17

Source: Data processed in 2025.

Table 5
Job Satisfaction Variables

	<i>Mean</i>		<i>Mean</i>
Y2.1	4.22	Y2.8	4.01
Y2.2	4.28	Y2.9	3.84
Y2.3	4.30	Y2.10	3.78
Y2.4	4.27	Y2.11	4.00
Y2.5	4.16	Y2.12	4.21
Y2.7	4.03	Y2	4.10

Source: Data processed in 2025.

A mean score of 3.69 for servant leadership indicates that respondents tend to agree with 15 indicators. A mean score of 4.21 for person-organization fit indicates that respondents tend to agree with 7 indicators. A mean score of 4.17 for motivation indicates that respondents tend to agree with 13 indicators. Furthermore, a mean score of 4.10 for job satisfaction indicates that respondents tend to agree with 11 indicators.

Validity Test Results

Table 6
Validity Test Results

Variables	Validity Test Criteria	
	KMO	<i>Component Matrix</i>
<i>Servant Leadership</i>	0.923	>0.5
<i>Person Organization Fit</i>	0.840	>0.5
Motivation	0.834	>0.5
Job satisfaction	0.839	>0.5

Source: Data Processed in 2025

Based on Table 6, it can be shown that the KMO of servant leadership, person-organization fit, motivation, and job satisfaction is greater than 0.5, thus it can be concluded that the sample adequacy is met. The component matrix value of 15 indicators of servant leadership, 7 indicators of person-organization fit, 13 indicators of motivation, and 11 indicators of job satisfaction is greater than 0.5, thus it can be concluded that all indicators are valid.

Reliability Test Results

Table 7
Reliability Test Results

Variables	Reliability Test Criteria	
	<i>Cronbach's Alpha</i>	<i>Cut-off</i>
<i>Servant leadership</i>	0.983	>0.7
<i>Person Organization Fit</i>	0.905	>0.7
Motivation	0.899	>0.7
Job satisfaction	0.898	>0.7

Source: Data Processed in 2025

Based on table 7, it can be shown that the Cronbach alpha for servant leadership, person-organization fit, motivation, and job satisfaction is > 0.7, thus it can be concluded that all variables are declared reliable.

Results of Multiple Linear Regression Analysis

Table 8
Multiple Regression Analysis Results

Model	Independent Variable	<i>Adjusted R 2</i>	Anova		<i>Standardized Coefficients</i>		Information
			F	<i>Sig</i>	Beta	<i>Sig</i>	
Model I: $Y_1 = 0.630 X_1 + 0.034 X_2 + e_1$							
Model I: The Influence of Servant Leadership and Person-Organization Fit on Motivation	<i>Servant Leadership</i>	0.378	21,066	0,000	0.630	0,000	Hypothesis 1 is accepted
	<i>Person Organization Fit</i>				0.034	0.725	Hypothesis 2 is rejected
Model II: $Y_2 = 0.172 X_1 - 0.029 X_2 + 0.819 Y_1 + e_2$							
Model II: The Influence of Servant Leadership, Person-Organization Fit, and Motivation on Job Satisfaction	<i>Servant Leadership</i>	0.872	151,349	0,000	0.172	0.004	Hypothesis 3 is accepted
	<i>Person Organization Fit</i>				- 0.029	0.517	Hypothesis 4 is rejected
	Motivation				0.819	0,000	Hypothesis 5 is accepted

Source: Data Processed in 2025

Based on Table 8, the test results for Model I can be seen:

- In the F test results, the sig value is $0.000 < 0.05$, meaning this model is fit or suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R2 value of 0.378, which means that the servant leadership and person-organization fit variables are able to explain 37.8% of the job satisfaction variable, while the remaining 62.2% is explained by other variables outside the research model.
- H1: Servant leadership has a positive effect on motivation.

The sig value of $0.000 < 0.05$ and the beta value of 0.630 are positive, meaning that servant leadership has a positive effect on motivation. Thus, H1 is accepted.

H2: Person organization fit has a positive effect on motivation.

The sig value is $0.725 > 0.05$, meaning that Person Organization Fit capital has no effect on motivation. Thus, H2 is rejected.

Based on Table 8, the test results for Model II can be shown:

- a. In the F test results, the sig value is $0.000 < 0.05$, meaning the model is fit or suitable for further analysis.
- b. The results of the determination coefficient test obtained an Adjusted R2 value of 0.872, which means that the variables servant leadership, person-organization fit, and motivation are able to explain 87.2% of the job satisfaction variable, while the remaining 12.8% is explained by other variables outside the study.
- c. H3: Servant leadership has a positive effect on job satisfaction
The sig value of $0.004 < 0.05$ and the beta value of 0.172 are positive, meaning that servant leadership has a positive effect on job satisfaction. Thus, H3 is accepted.
H4: Person organization fit has a positive effect on job satisfaction.
Sig value $0.517 > 0.05$, This means that person-organization fit does not affect job satisfaction. Thus, H4 is rejected.
H5: Motivation has a positive effect on job satisfaction
The sig value of $0.000 < 0.05$ and the beta value of 0.819 are positive, meaning that motivation has a positive effect on job satisfaction. Thus, H5 is accepted.

Mediation Test Results

The Influence of Servant Leadership on Job Satisfaction Mediated by Motivation

Table 9
Mediation Test 1

Variables	<i>Sobel test statistic</i>	<i>One-tailed probability</i>	<i>Two-tailed probability</i>	Information
X1→Y1→Y2	5.91422213	0.0	0.0	Hypothesis 6 is accepted

Source: Data Processed in 2025

Description: X1 = Servant Leadership; Y1 = Motivation; Y2 = Job Satisfaction

Based on Table 9, the two-tailed probability value of $0.0 < 0.05$ means that motivation mediates the effect of servant leadership on job satisfaction. Thus, H6 is accepted.

The Influence of Person Organization Fit on Job Satisfaction Mediated by Motivation

Table 10
Mediation Test 2

Variables	<i>Sobel test statistic</i>	<i>One-tailed probability</i>	<i>Two-tailed probability</i>	Information
X2→Y1→Y2	0.34910501	0.36350524	0.72701048	Hypothesis 7 is rejected

Source: Data Processed in 2025

Description: X2 = *Person Organization Fit*; Y1 = Motivation; Y2 = Job Satisfaction

Based on table 10 on the two-tailed probability value $0.72701048 > 0.05$ means that motivation does not mediate the influence of person-organization fit on job satisfaction. Thus, H7 is rejected.

DISCUSSION

***Servant Leadership* Positive Influence on Motivation**

Based on the results of the respondent descriptions, it is known that the majority of respondents are over 40 years old. At this stage, employees generally have more work experience, greater emotional stability, and a deeper understanding of their roles and job demands. Employees in this age group also tend to value a safe, supportive, and well-being-focused work environment, given the growing awareness of the importance of a balance between work, health, and quality of life. Therefore, a leadership style that focuses on caring, empathy, and support is a crucial factor in increasing motivation.

Descriptive variables of servant leadership show indicators with a mean value above the mean of the variable, including paying more attention to all employees, being sympathetic and a good listener, being able to listen to employee advice, not being greedy for their position, not being arrogant and avoiding dictatorial attitudes, liking to help their employees, caring about their employee welfare, and prioritizing their employee needs over their own. Leaders who provide direct attention and support can increase motivation because employees feel appreciated, cared for, and considered important in the organization. In addition, leaders who are open to listening to employees, not being greedy for their position, not being arrogant, and not being dictatorial create a comfortable and psychologically safe work atmosphere. This condition makes employees more willing to be actively involved, and have self-confidence in their work so that employees always have high motivation. Furthermore, leaders who like to help complete their employees' work and care about their employee welfare can foster motivation because employees feel real support from the leader. Overall, these conditions indicate that the implementation of servant leadership has a positive effect on motivation.

The more a leader implements servant leadership, the more employee motivation will increase. This finding aligns with research conducted by Asvriana et al. (2022), Pratiwi & Idawati (2019), Hayat et al. (2024), Hariyono & Andreani (2020), and Ramma et al. (2022), which demonstrated a positive influence of servant leadership on motivation.

***Person Organization Fit* No Effect on Motivation**

The results of the respondent descriptions indicate that the majority of respondents hold functional positions in group III. These results indicate that the majority of respondents have a close relationship with the influence of person-organization fit on motivation. Group III in the personnel structure, especially in government agencies, is generally filled by employees who have greater responsibility and authority than those in lower groups. Employees are often involved in decision-making, strategic planning, and supervision. This condition shows that employees in this group tend to have a good understanding of the organizational system and their role within the agency.

Based on the description of the person-organization fit variable, information was obtained that the mean value was below the mean of the variable, namely there is a match between the intrinsic values of leaders and employees, the current agency has similarities in terms of concern for leaders and employees, the agency is very meaningful in life, and is compatible with the current agency. This indicates that these aspects of the person organization tend to be perceived as standard (hygiene factors) by employees. As a result, person-organization fit plays a greater role in maintaining the stability of employee motivation, rather than as a direct driver of motivation. This indicates that person-organization fit does not affect motivation. Even though employees have person-organization fit, it does not automatically directly increase motivation, as long as the factors driving these motivations have not been optimized.

The results of this study are in line with previous research by Syafranuddin et al. (2023) which showed that person-organization fit has no effect on motivation.

***Servant Leadership* Positive Influence on Job Satisfaction**

The results of the respondent descriptions in the subsequent study showed that the majority of respondents had a bachelor's degree (S1). This indicates that employees possess strong theoretical knowledge and analytical skills. Employees tend to value a professional, transparent, and results-oriented work environment. Therefore, a leadership style that values intellectual capacity, involves employees in the work process, and creates a conducive work environment is an important factor in increasing employee job satisfaction.

Descriptive variable servant leadership shows indicators with a mean value above the mean variable, including giving more attention to all employees, being sympathetic and being a good listener, being able to listen to advice from employees, not being greedy for their position and position, not being arrogant and avoiding dictatorial attitudes, liking to help employees, caring about the welfare of their employees, and prioritizing the needs of their employees over themselves. Leaders who are attentive, caring and open to each other are able to increase job satisfaction because employees feel appreciated and recognized for their existence in the organization. The aspects of not being greedy for their position and position, not being arrogant, not being dictatorial and liking to help employees create harmonious working relationships that have an impact on a conducive working atmosphere. This condition makes employees' job satisfaction higher. Furthermore, leaders who care about the welfare of employees and prioritize the interests of employees provide a sense of security and fairness in work, thus having an impact on increasing employee job satisfaction. Overall, these conditions indicate that the implementation of servant leadership has a positive effect on job satisfaction.

This finding is in line with the research results of Hendrawan, et al.(2024), Yuanita, et al.(2022), Fanny, et al.(2017), Vrceelj, et al. (2022), Yang, et al.(2022), and Irmayati, et al. (2023) which shows the positive influence of servant leadership on employee job satisfaction.

***Person Organization Fit* Has no effect on job satisfaction**

The results of the respondent descriptions indicate that the majority of respondents have a bachelor's degree (S1). This finding suggests that respondents with a bachelor's degree (S1) tend to have a better understanding of the organization's goals and vision. Employees also possess strong theoretical knowledge and analytical skills, making it easier to engage mentally and emotionally in their work. However, a good understanding of the organization's goals and vision is not always followed by increased job satisfaction.

Based on the description of the person-organization fit variable, information was obtained that the mean value was below the mean of the variable, namely there was a match between the intrinsic values of leaders and employees, the current agency has similarities in terms of concern for leaders and employees, the agency is very meaningful in life, and is compatible with the current agency. This indicates that aspects of person-organization fit tend to be perceived as standard (hygiene factors) by employees. As a result, person-organization fit plays a more important role as a factor that strengthens employee commitment or sense of attachment to the agency, but does not directly determine job satisfaction. This indicates that person-organization fit does not affect job satisfaction.

The results of this study are consistent with previous research conducted by Noviardy & Trisninawati (2022), which found that person-organization fit does not have a positive effect on job satisfaction.

Motivation Has a Positive Influence on Job Satisfaction

The results of descriptive demographic calculations of respondents show that the number of male employees significantly outnumbers female employees. This indicates that the research sample is indeed dominated by male employees. The characteristics of work in sub-district and village offices are predominantly male. This male dominance can affect motivation due to the nature of the work, which requires direct involvement with the community. This condition encourages employees to be highly motivated to meet these demands, which in turn increases job satisfaction.

Based on the description of motivation variables, information on indicators with a mean value above the mean of the variable was obtained, including self-determined work achievement success, liking to be supervised by superiors while working, developing the profession as much as possible, trying to maintain good relationships in this agency, enjoying working together with fellow employees, enjoying sharing knowledge related to the scope of work with fellow employees, and enjoying receiving support from fellow employees in career advancement. This shows that internal factors such as motivation are the main determinants of achievement, although internal factors such as the environment also play a role. High motivation in employees is characterized by high job satisfaction, which is characterized by satisfaction with work expressed in a sense of enjoyment of their work. This indicates that motivation has a positive effect on job satisfaction.

This opinion is in line with the research results of Purnomo (2015), Juniari et al. (2015), Carvalho et al. (2020), Ariadi et al. (2024), and Wardiansyah et al. (2024), which show that motivation has a positive effect on job satisfaction.

Motivation Mediates the Effect of Servant Leadership on Job Satisfaction

Based on the results of the respondent descriptions, it is known that the majority of respondents are over 40 years old. with a bachelor's degree and 16-20 years of work experience. This indicates that employees possess strong theoretical knowledge and analytical skills. Employees tend to value a professional, transparent, and results-oriented work environment.

Descriptive variables of servant leadership show indicators with a mean value above the mean of the variable, including paying more attention to all employees, being sympathetic and a good listener, being able to listen to advice from employees, not being greedy for their position and position, not being arrogant and avoiding dictatorial attitudes, liking to help employees, caring about the welfare of employees, and prioritizing the needs of employees over themselves. This indicates that servant leadership is able to increase motivation because employees feel appreciated, cared for, and receive support in carrying out their work. When motivation increases, employees become more enthusiastic, more involved in their work, and have the drive to provide the best contribution to the institution. This motivation then plays a role in increasing job satisfaction. This indicates that motivation mediates the influence of servant leadership on job satisfaction.

The results of this study are in line with research Mujianto et al. (2023) show There is a mediating role of motivation in the influence of servant leadership on job satisfaction. This is reinforced research by Rusli and Ie (2025) and Fauzi and Deswarta (2024), that servant leadership influences job satisfaction mediated by motivation.

Motivation Does Not Mediate the Effect of Person-Organization Fit on Job Satisfaction

Based on respondent data, the majority of respondents had 16 to 20 years of work experience. This finding indicates that employees are actively involved and possess considerable experience. They have a deep understanding of job demands, procedures, and their role within the organization.

Based on the description of the person organization fit variable, information was obtained that the mean value was below the mean of the variable, namely there was a match between the intrinsic values of leaders and employees, the current agency had similarities in terms of concern for leaders and employees, the agency was very meaningful in life, and was suitable for the current agency. *Pindividual organization fit* These factors have not been able to drive motivation to increase job satisfaction. This can occur because, for employees who have been with the organization for a long time, alignment of values and goals with the organization is often seen as a matter of course and a stable condition, so it no longer serves as a motivator.

The findings of this study indicate that motivation does not mediate the influence of person-organization fit on job satisfaction.

CONCLUSION

Based on data analysis and discussion, it can be concluded that servant leadership has a positive effect on motivation, person organization fit does not have an effect on motivation, servant leadership has a positive effect on job satisfaction, person organization fit does not have an effect on job satisfaction, motivation has a positive effect on job satisfaction, motivation has a mediating role in the influence of servant leadership on job satisfaction, and motivation does not have a mediating role in the influence of person organization fit on job satisfaction.

The results of this study provide input to not only focus on planning to improve employee welfare, but also ensure that leaders have a strong commitment to implementing servant leadership. Leaders are expected to be able to demonstrate attention, empathy, care, openness, and prioritize employee needs, so that motivation and job satisfaction can be optimally increased. In addition, human resource management policies should be directed at creating a work environment that supports increased motivation, because motivation is one of the factors in increasing job satisfaction. By increasing employee job satisfaction, it is hoped that the Batang District OPD will be more optimal in supporting the achievement of organizational goals.

A limitation of this study is that it only involved one public organization, preventing comprehensive results. Therefore, it is recommended that future studies select respondents from private companies or organizations. Furthermore, future studies should re-examine the effect of person-organization fit on motivation and job satisfaction to compare the results of this study. A limitation of this study is that it only involved one public organization, preventing comprehensive results. Therefore, it is recommended that future studies select respondents from private companies or organizations. Furthermore, future studies should re-examine the effect of person-organization fit on motivation and job satisfaction to compare the results of this study.

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