

# The Influence of Servant Leadership and Work Environment on Employee Happiness with Motivation as a Variable Intervening at PT PNM Pematang Siantar Branch

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**Abstract:-** This study aimed to examine the impact of servant leadership on motivation, employee happiness, and the work environment. Specifically, it sought to analyse the influence of servant leadership on motivation and employee happiness, as well as the influence of employee happiness and the work environment on motivation. The study was conducted at PT PNM Pematang Siantar Branch. In order to implement this purpose, data gathering techniques were employed, specifically through the use of observation and questionnaires in the Mekaar business unit of PT PNM Pematang Siantar. The research involved doing analysis through the computation of the Outer Model, Inner Model, and Hypothesis Testing. SmartPLS 4 employs three criteria to evaluate the Outer Model in data analysis techniques: Convergent Validity, Discriminant Validity, and Composite Reliability. The findings of this study indicate that Servant Leadership has a substantial and beneficial impact on Motivation, with a magnitude of 42%. Additionally, Servant Leadership has a significant and positive effect on Employee Happiness, with a magnitude of 22.2%. Furthermore, Motivation is found to have a significant and positive influence on employee happiness, with a magnitude of 13.2% at a 90% level of significance. The work environment has a substantial and positive impact of 46.6% on motivation and a significant impact of 62.4% on employee happiness. However, both servant leadership and work environment have negligible effects on employee happiness through motivation, with consecutive results of 0.50% and 0.62%.

**Keywords:-** *Servant Leadership, Work Environment, Employee Motivation and Happiness.*

## I. INTRODUCTION

The achievement of an organization's objectives is closely tied to the capabilities of its human resources. These resources possess their own emotions, creativity, knowledge, ideas, and skills. Consequently, an effective leader is required who can support, safeguard, nurture, and enhance these resources. Each and every aspect of the organization's human resources. Organisations consist of human resources with diverse backgrounds, encompassing gender, ethnicity, culture, age, and

experience. Inadequate management of existing resources in an organisation will hinder the achievement of its aims. Hence, the presence of leaders is crucial for effectively overseeing the allocation and utilisation of resources inside the organisation. Fahmi (2009) asserts that leaders exhibit distinct behaviours when it comes to leading and directing their subordinates. The term used to describe this behaviour of leaders is referred to as leadership style. In order to effectively guide their subordinates, leaders must recognise the challenging and intricate nature of managing human resources. This is due to the fact that individuals possess diverse thoughts, emotions, social standing, and aspirations, as well as unique backgrounds that they bring into the organisation. Consequently, the presence of a leader who can inspire, align perspectives, and foster a shared vision and mission is of utmost importance. To execute these requirements, the author will utilise a leadership approach called servant leadership. This leadership approach emphasises the importance of serving various stakeholders, including employees, customers, and the local community, with the aim of achieving desired objectives. and the anticipated performance standards set by the firm. In addition, a servant leader is a leader who aims to cultivate well-rounded individuals, enabling employees to thrive and progress as individuals capable of making significant contributions to the organisation, their families, and society. When employees achieve this, they will feel motivated to enhance their performance, resulting in improved outcomes. Ultimately, employees will experience satisfaction.

The level of employee motivation to enhance their performance is significantly influenced by pleasure at work or in the work environment. An ergonomic work environment fosters employee enthusiasm towards their tasks (Sinaga, 2016). Experiencing a sense of security and ease in the workplace fosters perpetual job satisfaction and enhances work enjoyment for employees. The contentment and ease experienced by each employee at their workplace will directly contribute to the enhancement of job efficiency, thereby leading to the amelioration of the company and reducing the likelihood of employee turnover. Employee performance and job satisfaction are greatly enhanced when individuals experience happiness in the workplace. This happiness enables people to effectively manage and influence their surroundings, while also fostering pleasant emotions.

In addition to Leadership Style, the work environment is another factor that frequently impacts the attainment of company objectives. The work environment refers to the physical, social, and psychological conditions in which employees carry out their tasks inside an organisation. An environment that is friendly and comfortable for work would facilitate employees' capacity to fulfil their given responsibilities and exercise their authority. Hasibuan (2000) asserts that a work environment that promotes productivity will have a greater impact on employee performance compared to other forms of incentives such as benefits and commissions. The work environment can be categorised into tangible work settings and intangible work environments. The work environment exerts a significant influence on employee motivation to enhance their performance. Therefore, it is plausible that a comfortable and secure work environment will also contribute to employee happiness, which is fostered by a heightened sense of motivation. PT. Permodalan Nasional Madani is a BUMN (State-Owned Enterprise) company that operates in the non-bank financial services industry. PT Permodalan Nasional Madani was established on June 1, 1999 and currently has 62 branch offices throughout Indonesia. PT Permodalan Nasional Madani now operates two business units, namely ULamm (Micro capital service unit) and Mekaar (Fostering a prosperous family economy). PT Permodalan Nasional Madani Pematang Siantar Branch is one of the branches of PT PNM in Indonesia. This branch has been operating since 2015 and continues to operate in 2021. In 2021, ULamm and Mekaar formally amalgamated or decentralised under the PT PNM Pematang Siantar branch. PT PNM Pematang Siantar operates with a single branch office, together with 13 ULamm Unit Offices and 75 Mekaar Unit Offices. Mekaar has a total of 75 office units, which are categorised into two regions: Regional Siantar 1 and Regional Siantar 2. These regions are further divided into 14 areas.

The Mekaar business unit is specifically designed for socioeconomically disadvantaged moms, employing a group and joint responsibility business model. The chart reveals that all 1,416 employees at Mekaar are women. Given this, it is crucial to adopt a unique leadership approach, particularly because the majority of employees are Account Officers aged between 17 and 26, which is considered the most susceptible age group. They are currently defined as millennials and are still in the process of developing emotional maturity, both in decision-making and policy formation. Hence, it is imperative to have a leader who is capable of serving and aligning the team with a shared vision and objective. Additionally, a conducive work atmosphere that fosters motivation is essential for ensuring employee satisfaction and driving the company's business growth. In addition, based on the author's research, PT PNM Pematang Siantar faces certain issues in managing its human resources, namely in terms of staff turnover. The subsequent information presents the data on employee turnover. Based on the author's findings and observations, servant leadership has been implemented by branch leaders and subsequently disseminated to units and AO ornaments. However, a persistent issue encountered by AO is the high frequency of absenteeism and resignations. Given the aforementioned issues, researchers are inclined to investigate

the relationship between servant leadership, work environment, and employee happiness. The study aims to examine the impact of these factors on employee motivation, with a specific focus on the PT PNM Pematang Siantar Branch.

## II. LITERATURE REVIEW

### A. *Servant Leadership*

Servant leadership is a moral leadership idea that was first articulated by Robert K. Greenleaf in 1970. The fundamental principle of the servant leadership approach is prioritizing the act of helping others, including employees, customers, and society. Neuschel (2005; 95) defines a servant leader as someone who assists their followers in enhancing their reputation, skills, or overall usefulness. Service leadership is a form of leadership that stems from genuine emotions that come from deep inside, with the intention of serving others, particularly by being the first to offer assistance. Patterson (2010:170) defines servant-leaders as individuals who prioritize the needs of their followers, with organizational considerations being of secondary importance. The servant-leader structures refer to virtues, which are characterized as the positive moral qualities inherent in an individual, or the overall quality of goodness and moral excellence.

Based on the aforementioned characteristics, servant leadership can be defined as a form of leadership that originates from genuine and heartfelt intentions to serve, with the aim of enhancing the productivity and well-being of its followers.

### B. *Work environment*

The work environment within a corporation holds significant importance, necessitating the organization's careful consideration. Although the work environment does not directly engage in the production process of a firm, it exerts a significant impact on the people working within the organization. Execute the manufacturing procedure. The work environment refers to the ambiance in which employees engage in their daily duties. There is an expectation that the work atmosphere will enhance motivation and passion for work. Elevating employee job happiness will result in a corresponding augmentation in staff productivity. If this can function effectively, then the attainment of a company's objectives will also proceed smoothly.

As stated by Taiwo (2010, p.301), the work environment encompasses all factors, such as events, individuals, and other elements, that have an impact on how people carry out their work. The work environment encompasses a range of natural and non-physical elements that exert effect on employees' work behavior. The workplace can be categorized into two distinct environments: the non-physical work environment, which pertains to the overall atmosphere and dynamics of the workplace, and the physical work environment, which encompasses the presence of individuals and equipment. Nuraida (2008: 161) defines the physical work environment as encompassing factors such as light/illumination, color, music, air quality (including temperature, humidity, circulation/ventilation), and cleanliness. In addition, Suswanto and Priansa (2011:67) discovered that the physical aspects of

the work environment have an impact on job satisfaction. These aspects include: (1) the layout of the workspace, (2) the design of the tasks, (3) the circumstances of the work environment such as noise levels, and (4) the degree of visual and auditory privacy.

The work environment has the potential to impact employee moods. If a person finds the work environment congenial, they will experience a sense of belonging and efficiency in carrying out their tasks, resulting in an optimistic work performance. The work environment encompasses the interpersonal dynamics among colleagues and the hierarchical dynamics between subordinates and superiors, as well as the physical surroundings in which employees carry out their tasks. In light of the connection between physical and mental factors, it is imperative to create a work atmosphere that promotes productivity. Several indications can be used to assess a favorable work environment, such as lighting, air temperature, air humidity, color usage, space availability for movement, and security measures. These qualities are crucial determinants that might foster employees' enthusiasm and passion for their profession. Furthermore, this also facilitates the enhancement of production. Noah and Steve (2012, p. 37) also put out another viewpoint, stating that the work environment encompasses the entirety of the interactions that take place between individuals within the workplace.

### C. Employee Happiness

According to Diener & Diener's theory (2008), happiness at work is a behavioral manifestation exhibited by individuals who demonstrate excellent performance, possess a strong passion for their work, display enthusiasm towards the tasks they are engaged in, effectively collaborate with colleagues, and actively engage in activities that enhance the overall quality of the workplace. Happy individuals often overlook certain faults in the workplace. Individuals who experience happiness in their professional environment are inclined to enhance their work productivity as a means of self-appreciation.

Workplace happiness refers to a strong inclination to effectively accomplish tasks, leading to enhanced employee productivity (Syarifi et al., 2019). Workplace happiness refers to a state in which individuals derive pleasure from their work, leading to emotions of delight, and enabling them to effectively fulfill their responsibilities regardless of the circumstances. Januwarsono, in the year 2015. Contented employees are likely to exhibit favorable conduct, which can enhance production, evaluation, and job contentment inside their workplace (Mustofa & Prasetio, 2020).

Workplace happiness can be achieved by fostering job satisfaction, dispositional emotional organizational commitment, individual involvement, responsibility, individual well-being, feelings, progress, and support among workers (Singh & Aggarwal, 2017). Experiencing workplace pleasure can enhance an individual's motivation and engagement in their tasks, foster empathy towards colleagues, and promote perseverance in finishing assignments (Baek Kyoo & Insuk, 2017). In order to enhance workplace

happiness, it is crucial for employees to cultivate positive interpersonal connections within their social milieu, particularly with their colleagues (Markus & Kitayama, 2003). In addition to positive relationships, happiness at the workplace can be enhanced by two main components: the cognitive dimension, which encompasses life satisfaction, and the emotional dimension, which includes emotions and mood (Diener, Oishi, & Lucas, 2003). Based on the theoretical analysis, it can be inferred that pleasure at work refers to the presence of pleasant emotions and actions resulting from an individual's work experience, which in turn leads to enhanced work productivity.

### D. Work Motivation

The presence of motivation is crucial for enhancing work efficiency. Motivation arises from an employee's disposition towards work circumstances inside the organization. An employee with strong work motivation will do maximum effort to ensure the successful completion of their tasks. Conversely, an individual lacking motivation exhibits a tendency to exert only the bare minimum effort in their work. Victor H. Vroom, as cited in Edison et al (2020: 168), defines motivation as a self-controlled process in which individuals choose choices depending on their estimation of the anticipated outcomes' quality.

Afandi (2018:23) defines motivation as an internal urge that stems from inspiration, encouragement, and the drive to carry out activities with sincerity, joy, and dedication, ultimately leading to favorable outcomes. Excellent and high-quality. Mc Cleland in Sedarmayanti (2017: 157) proposed a motivation theory that highlights the formation of a person's requirements through the learning process and their acquisition through interaction with the environment.

From the given explanation, it can be inferred that motivation is a substitute mechanism that originates within an individual to gain inspiration, encouragement, and drive to engage in a specific activity. Similarly, when employees possess intrinsic motivation, they consistently exhibit optimal performance as they are internally driven to excel and achieve the highest potential outcomes in their profession.

### E. Consumer Purchase Decision

Marketing strategy focuses on the long-term objectives of the company and involves planning a marketing program to achieve the objectives of the company. Businesses rely on marketing strategies to bring product or service lines to market, including new products and services. The marketing strategy is the process of planning and implementing the guidelines of the company to achieve the objectives of the company in accordance with the vision of the company (Hermawan, A. 2012).

### F. Theoretical Framework

Based on the aforementioned theories, a theoretical framework may be described for the aforementioned titles as follows:

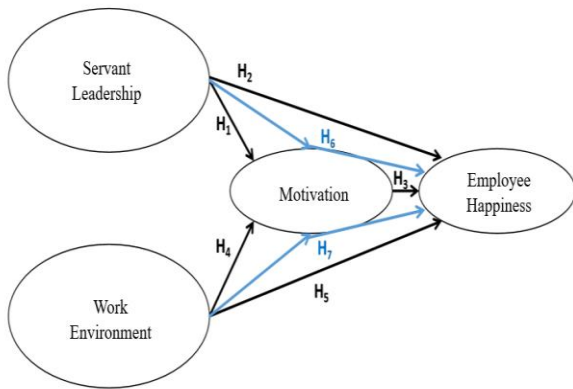


Fig 1: -Theoretical Framework

G. Hypothesis

The hypothesis of this cases that could be seen as in follows:

- H1: Servant Leadership has a positive and significant influence on motivation.
- H2: Servant Leadership has a positive and significant influence on Employee Happiness.
- H3: Motivation has a positive and significant influence on employee happiness.
- H4: Work environment has a positive and significant influence on motivation.
- H5: The work environment has a positive and significant influence on employee happiness
- H6: Servant Leadership has a positive and significant influence on employee happiness through motivation.
- H7: The work environment has a positive and significant influence on employee happiness through motivation.

III. METHODOLOGY

The research site is situated in PT. PNM Pematang Siantar Branch, specifically at Jalan Rajamin Purba (Kartini Ujung) No. 113 A and B, Bantan Village, West Siantar District, Pematang Siantar City. The study was carried out in 2023. The research employed a purposive sample strategy, which involved selecting participants based on certain criteria set by the researcher. The employed analytical tool is SmartPLS 4. Analytical procedures are conducted through the computation of the Outer Model, Inner Model, and hypothesis testing. The research involved doing analysis through the computation of the Outer Model, Inner Model, and hypothesis testing. SmartPLS 4 employs three criteria to evaluate the outer model when applying data analysis techniques: Convergent Validity, Discriminant Validity, and Composite Reliability. Assessment of the outer model's convergent validity

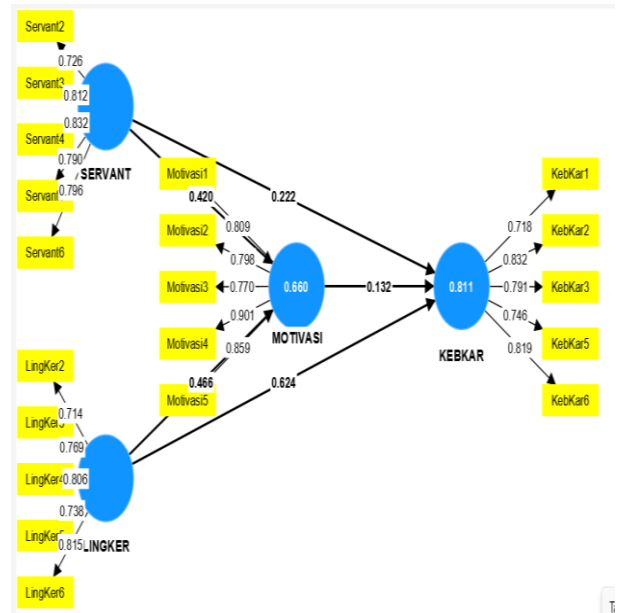


Fig2: - Variable Measurement Model

IV. RESULTS AND DISCUSSIONS

A. Validity and Reliability Test

Table 1 demonstrates that the data obtained from the study questionnaire satisfied the established standards for validity. This was determined by measuring the validity coefficient of the stress factor value or the standardized stress estimations, which were found to be 0.05. Hence, all research indicators can serve as efficient data collectors for studying difficulties that are utilized as research subjects.

TABLE 1. VALIDITY TEST RESULTS

	KEBKAR	LINGKER	MOTIVASI	SERVANT
KebKar1	0.718			
KebKar2	0.832			
KebKar3	0.791			
KebKar5	0.746			
KebKar6	0.819			
LingKer2		0.714		
LingKer3		0.769		
LingKer4		0.806		
LingKer5		0.738		
LingKer6		0.815		
Motivasi1			0.809	
Motivasi2			0.798	
Motivasi3			0.770	
Motivasi4			0.901	
Motivasi5			0.859	
Servant2				0.726
Servant3				0.812
Servant4				0.832
Servant5				0.790
Servant6				0.796

The results of the reliability test, as presented in Table 2, indicate that all variables have values over 0.70 for both the Cronbach's alpha and composite reliability criteria. to ensure that all of the research variables exhibit dependability or satisfy the criteria of the reliability test.

TABLE 2. RELIABILITY TEST RESULTS

Variabel	Cronbach's Alpha	Composite Reliability
Servant Leadership	0.851	0.894
Work environment	0.828	0.879
Employee Happiness	0.841	0.887
Motivation	0.885	0.916

G. Hypothesis Test

Hypothesis testing is conducted to determine the impact of each independent variable on the dependent variable. The process of hypothesis testing can be observed through the utilization of T-statistics and P-values. To determine the impact, you can examine the T-statistics output, which indicates whether the influence is positive or negative. To assess the level of significance, refer to the p-value section.

According to Table 3, certain variables exhibit positive T statistic values, indicating a positive link between the independent and dependent variables. Several P-values indicate significance below the threshold of 0.05, even at the more stringent 0.01 (99%) level. These include the impact of the work environment on employee happiness, the impact of the work environment on motivation, the impact of Servant Leadership on employee happiness, and the impact of Servant Leadership on motivation. In order to These four hypotheses have a direct positive impact as each indicator in this study directly affects the corresponding variable. For instance, the work environment variables have a positive and direct influence on employee happiness. An example of this is when the work environment, such as an office with a comfortable air temperature, directly influences employee happiness. The hypothesis posits that a positive work environment, characterized by healthy and harmonious relationships among employees, will foster employee motivation. The Impact of Motivation on Employee Happiness. The observed effect is deemed insignificant as the P-value exceeds 0.05 (95% confidence level), specifically measuring 0.081. However, it is considered significant at the 90% confidence level since the P-value is less than 0.1. This variable exhibits a statistically significant impact at the 90% confidence level when considering the Salary indication, excellent job security, and alignment with the workload. This metric has a significant impact on employee happiness, accounting for 90% of the overall influence.

TABLE 3. HYPOTHESIS TESTING

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work environment → Employee Happiness	0.624	0.634	0.066	9.499	0.000
Work environment → Motivation	0.466	0.490	0.112	4.150	0.000
Motivation → Employee Happiness	0.132	0.120	0.075	1.761	0.081
Servant Leadership → Employee Happiness	0.222	0.224	0.051	4.326	0.000
Servant Leadership → Motivation	0.420	0.403	0.089	4.724	0.000

According to Table 4, all variables exhibit positive T statistic values, indicating a positive link between the independent and dependent variables. All P-values indicate values greater than 0.05, indicating that the factors, namely Work Environment on Employee Happiness Through Motivation and Servant Leadership on Employee Happiness through Motivation, have no significant impact. Upon analysis of the current indicators for a work environment with optimal air temperature, it is evident that it directly impacts employee happiness without the need for motivation as an intermediary variable. In the context of the Servant Leadership variable, where the leader actively listens to employee thoughts, ideas, and input, this form of leadership directly contributes to employee satisfaction, bypassing the need for incentive as an intervening factor.

TABLE 4. SPECIFIC INDIRECT EFFECTS

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment → Motivation → Employee Happiness	0.062	0.057	0.039	1.567	0.120
Servant Leadership → Motivation → Employee Happiness	0.055	0.050	0.034	1.621	0.108

Utilise the conducted calculations to interpret the research findings in accordance with the prepared hypothesis :

➤ *The Influence of Servant Leadership on Motivation*

The P-value of 0.000 is below the significance level of 0.05, while the t statistics value of 4.724 exceeds the t table value of 1.984. The impact of Servant Leadership on Motivation is significant, as evidenced by the rejection of the null hypothesis (H0). The coefficient value of 0.420 suggests a positive relationship between Servant Leadership and Motivation, with a magnitude of 42.0%. Therefore, Servant Leadership exerts a substantial impact on Motivation.

Citing Aprilliasyah, Astuti, Tulisyo's (2018) study and Hariyono Yosua Crispinus and Andreani Fransisca's (2020) research. The P-value of 0.000 is less than the significance level of 0.05, while the t statistics value of 4.724 is bigger than the t table value of 1.984. Servant Leadership has a significant impact on motivation.

➤ *The Influence of Servant Leadership on Employee Happiness*

The P-value of 0.000 is less than the significance level of 0.05, while the t statistics value of 4.326 is more than the t table value of 1.984. Servant Leadership has a direct impact on the level of employee happiness. The coefficient value of 0.222 is positive, indicating that Servant Leadership has a 22.2% positive impact on employee happiness. Therefore, Servant Leadership exerts a substantial impact on the level of Employee Happiness.

Aligned with Susanti Lulut Endah's research conducted in 2023. The P-value of 0.000 is less than the significance level of 0.05, while the t statistics value of 4.326 is more than the t

table value of 1.984. Servant Leadership exerts an impact on the level of employee satisfaction.

➤ *The Influence of Servant Leadership on Employee Happiness*

The P-value of 0.000 is below the significance level of 0.05, and the t statistics value of 4.326 is bigger than the t table value of 1.984. Servant Leadership directly impacts employee happiness. The coefficient value of 0.222 suggests a positive relationship between Servant Leadership and employee satisfaction, with a 22.2% increase in happiness. Therefore, Servant Leadership exerts a substantial impact on the level of Employee Happiness.

Aligned with the research conducted by Susanti Lulut Endah in 2023. The P-value of 0.000 is less than the significance level of 0.05, while the t statistics value of 4.326 exceeds the t table value of 1.984. Servant Leadership has a direct impact on the level of employee happiness.

➤ *The Effect of Motivation on Employee Happiness*

The P-value of 0.081 is greater than the significance level of 0.05, while the t statistics value of 1.761 is smaller than the critical t table value of 1.984. Employee happiness is not influenced by motivation. The coefficient value of 0.132 demonstrates a positive relationship between motivation and employee happiness, with motivation accounting for a 13.2% increase in employee satisfaction at a 90% confidence level. Hence, motivation exerts a substantial impact on the contentment of employees.

➤ *The Influence of the Work Environment on Motivation*

The P-value of 0.000 is less than the significance level of 0.05, while the t statistics value of 4.150 is more than the critical t value of 1.984. The work environment has a significant impact on motivation. The coefficient value of 0.466 is positive, indicating that the work environment has a 46.6% positive impact on motivation. Hence, the work environment exerts a substantial impact on motivation.

According to the research conducted by Husna Purnama et al in 2020 and Prakoso Rayka Dantyo et al in 2014. The P-value of 0.000 is below than the significance level of 0.05, indicating strong evidence against the null hypothesis. Additionally, the t statistics value of 4.150 exceeds the critical t table value of 1.984. The work environment has a significant impact on motivation. The coefficient value of 0.466 is positive, indicating that the work environment has a 46.6% positive impact on motivation.

➤ *The Influence of the Work Environment on Employee Happiness*

The P-value is 0.000, which is less than the significance level of 0.05. Additionally, the t statistics value is 9.499, which exceeds the t table value of 1.984. The work environment directly impacts employee satisfaction. The coefficient value is 0.624, indicating a positive correlation between the work environment and employee happiness, accounting for 62.4% of the variance. Hence, the work environment exerts a substantial impact on employee satisfaction.

These findings align with the research conducted by Widyantoro Riza (2006), which yielded a P-value of 0.000, indicating statistical significance below the threshold of 0.05. Additionally, the t statistics value of 9.499 exceeds the critical t table value of 1.984. The work environment has a significant impact on employee satisfaction. The coefficient value of 0.624 is positive, indicating that the work environment has a 62.4% positive impact on employee satisfaction.

➤ *The Influence of Servant Leadership on Employee Happiness through Motivation*

The P-value of 0.108 is more than the significance level of 0.05. Additionally, the t statistic value of 1.621 is smaller than the critical t value of 1.984. Servant Leadership does not influence Employee Happiness through motivation. The coefficient value of 0.055 demonstrates a positive relationship between Servant Leadership and Employee Happiness. Specifically, it suggests that a 0.55% increase in Employee Happiness can be attributed to the influence of Servant Leadership through Motivation. Therefore, Servant Leadership does not have a substantial impact on Employee Happiness by means of Motivation.

➤ *The Influence of the Work Environment on Employee Happiness through Motivation*

The P-value of 0.120 is more than the significance level of 0.05. Additionally, the t statistics value of 1.567 is smaller than the critical t table value of 1.984. The Work Environment does not influence Employee Happiness via Motivation. The coefficient value of 0.062 demonstrates a positive relationship between the work environment and employee happiness, with a motivation effect of 0.62%. Hence, the work environment does not exert a substantial impact on employee happiness via motivation.

## V. CONCLUSION AND SUGGESTIONS

➤ *Conclusion*

The text discusses the analysis and debate of the impact of servant leadership and the work environment on employee happiness through motivation. The research findings indicate that Servant Leadership has a noteworthy and beneficial impact on Motivation and Employee Happiness. Additionally, Motivation has a substantial and positive influence on employee happiness at a confidence level of 90%. Furthermore, the Work Environment plays a significant role in enhancing Motivation and Employee Happiness. However, it is worth noting that Servant Leadership does not have a significant effect on Employee Happiness through Motivation, and the Work Environment does not have a significant effect on Employee Happiness through Motivation.

➤ *Suggestions*

To enhance the study's comprehensiveness, it is advisable for future researchers to incorporate additional variables that may exert an impact on Service Leadership, Work Environment, Employee Happiness, and Motivation. It is anticipated that the findings of this study can serve as an extra point of reference for future research on these variables,

employing either the same or alternative methodologies in order to obtain the utmost precise outcomes.

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