

The Effect of Work satisfaction, Person-job fit and Servant Leadership on Employee Performance

Bintang Adi Saputra¹, Ignatius Soni Kurniawan^{2*}, Mohammad Ahyar Syafwan Isyander³

Faculty of Economics, Universitas Sarjanawiyata Tamansiswa

soni_kurniawan@ustjogja.ac.id*

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* Correspondence Writer

Abstract

This study aims to analyze the effect of work satisfaction, person-job fit, and servant leadership on employee performance at the Yogyakarta City Fire and Rescue Service. This research uses a quantitative approach with a saturated sampling method, involving the entire population of 40 respondents. Primary data was collected through a Likert scale-based questionnaire and analyzed using multiple linear regression method with SPSS software. The results showed that work satisfaction has a significant influence on employee performance, while person-job fit and servant leadership do not have a significant influence. This finding indicates that improved employee performance in this organization is influenced by the level of work satisfaction, which is indicated by the highest rating on the aspect of overall satisfaction with work. Meanwhile, although person-job fit and servant leadership were rated positively by respondents, these variables have not contributed significantly to performance improvement. These results imply the need to focus on improving work satisfaction through strategies such as providing appreciation, recognizing achievements, and improving the comfort of the work environment. In addition, this study recommends exploring other factors such as work motivation, organizational support, and person-organization fit that may have a greater influence on employee performance. This study provides practical implications for organizational leaders in developing more comprehensive and holistic policies to improve the effectiveness of employee performance. Further research is expected to expand population coverage by involving similar agencies in other regions and adding new relevant variables to provide a deeper understanding of the factors that influence employee performance in the public sector.

Keywords: Job satisfaction; Employee Performance; Person-Job Fit; Servant Leadership.

INTRODUCTION

Human resources are critical to the success of any organization. Effective and efficient human resource management plays a pivotal role in enhancing employee and organizational productivity. Among the many factors influencing productivity and performance, work satisfaction is widely recognized as one of the most significant. According to Susanto (2019), human resources are essential to organizational success, as achievements are ultimately determined by the people within the organization. Prioritizing work satisfaction fosters positive behaviors such as increased productivity, discipline, innovation, and collaboration, benefiting both employees and the organization.

Work satisfaction is known to improve employee performance, leading to better service quality for consumers and, subsequently, improved organizational performance (Alfani & Hadini, 2018). Employee performance refers to an individual's ability to carry out tasks effectively and is closely linked to the concept of person-job fit. Person-job fit describes the alignment between an individual's abilities and the demands of their job, ensuring compatibility with available resources and job requirements (Rifqi & Ningsih, 2022).

Dissatisfaction, however, can have detrimental effects, such as increased stress and turnover intentions (Lutfiyah, Oetomo, & Suhermin, 2020). Moreover, research has emphasized the interconnected roles of work satisfaction, person-job fit, and servant leadership in influencing performance. Servant leadership, a distinct leadership style, prioritizes the needs of followers over those of the leader and is characterized as a "people-focused approach to leadership" (Eva, Robin, Sendjaya,

van Dierendonck, & Liden, 2019). This leadership style begins with the leader's willingness to serve, fostering a supportive and collaborative work environment (Eva et al., 2019).

In the context of the Yogyakarta City Fire and Rescue Service (DAMKAR), ensuring employee satisfaction and optimizing performance are critical to improving operational efficiency and community service quality. Challenges such as personnel readiness, work environment comfort, and adequacy of support equipment significantly influence response speed and service effectiveness (Yogyakarta City Government, 2020). Addressing these challenges requires a continuous evaluation of internal processes to ensure that employees can perform at their best in high-pressure environments.

This study emerges from inconsistencies in previous research findings. For instance, while many studies conclude that work satisfaction positively affects employee performance (Nurrohmat & Lestari, 2021; Herawati, Kurniawan, & Setyaningsih, 2022), Kristine (2017) found a negative relationship, suggesting that high satisfaction may reduce performance due to factors such as self-esteem. Similarly, research on person-job fit has shown mixed results: Kim, Schuh, and Cai (2020) reported a significant positive effect, while Alfani and Hadini (2018) found no substantial relationship. Contradictions also arise in studies of servant leadership. While some (Pala'langan, 2021; Aji & Palupiningdyah, 2016) report a positive impact on performance, others (Kamanjaya, Supartha & Dewi, 2017) indicate minimal or no influence.

These gaps underscore the need for further exploration of these variables within the specific context of the Fire and Rescue Service. By examining work satisfaction, person-job fit, and servant leadership collectively, this study aims to provide deeper insights into their combined effects on employee performance, particularly in high-stakes and community-oriented organizations like DAMKAR.

HYPOTHESIS DEVELOPMENT

Work satisfaction and employee performance

Work satisfaction is a psychological condition which includes feelings of satisfaction, pleasure derived from an achievement or a reward received in the work environment that can affect employee performance. This is supported by research in Turkey by presenting the results of a survey involving 394 respondents consisting of skilled workers, engineers / architects, and managerial staff in the construction sector in Turkey and North Cyprus. (Egemen, 2024) that work satisfaction variables have a significant effect on employee performance. High work satisfaction increases employee engagement, motivation, and productivity, which in turn increases overall employee performance. Another research in hospitality companies with 202 hotel employees working in Gran Canaria (Spain) states that work satisfaction has a positive and significant effect on employee performance. (Dorta-Afonso, Romero-Domínguez, & Benítez-Núñez, 2023).. Based on the results of previous research, researchers can propose the first hypothesis as follows.

H1: The higher the work satisfaction, the higher the employee performance at the Yogyakarta City Fire and Rescue Service.

Person-job fit and employee performance

Person-job fit is the suitability of employees with their jobs. This concept creates a condition where employees feel productive and successful in their work. *Person-job fit* motivates employees to have better performance. Supporting research is (Kim *et al.*, 2020) who conducted research from undergraduate and postgraduate students at the University of Hong Kong who worked as full-time employees concluded that the *Person-job fit* variable had a positive and meaningful effect on employee performance. High person-job fit motivates employees to be more motivated in carrying out their duties and more responsive to client requests, which ultimately results in more optimal work performance. This is supported by research from Malaysia by presenting survey results of 361 employees from the service sector in various organizations in Malaysia. (Lee, Tan, & Krishnan, 2022) concluded that the *Person-job fit* variable has a positive and significant effect on employee performance. Based on the results of previous research, researchers can propose the second hypothesis as follows:

H2: The higher the level of person-job fit, the more employee performance increases at the Yogyakarta City Fire and Rescue Service.

Servant leadership and employee performance

Servant leadership is a leadership approach to employees as the main goal. *Servant leadership* aims to create a conducive work atmosphere that can motivate employees and produce good employee performance. Research that supports (Ren & Shen, 2024) on hotels with a total of 1,231 employees concluded that *servant leadership* has a significant influence on employee performance. Service-oriented leadership has a positive impact on employee performance by building culture, increasing self-efficacy, work satisfaction, and group identification among employees. This is supported by other studies (Wang, Xu, & Liu, 2018) who collected data from a large banking company in China with the output of *servant leadership* having a significant effect on employee performance. Based on previous research, researchers can submit the third hypothesis as follows.

H3: The more effective the implementation of servant leadership, the more employee performance at the Yogyakarta City Fire and Rescue Service will improve.

Based on the relationship between the variables mentioned, the research model can be arranged as follows .

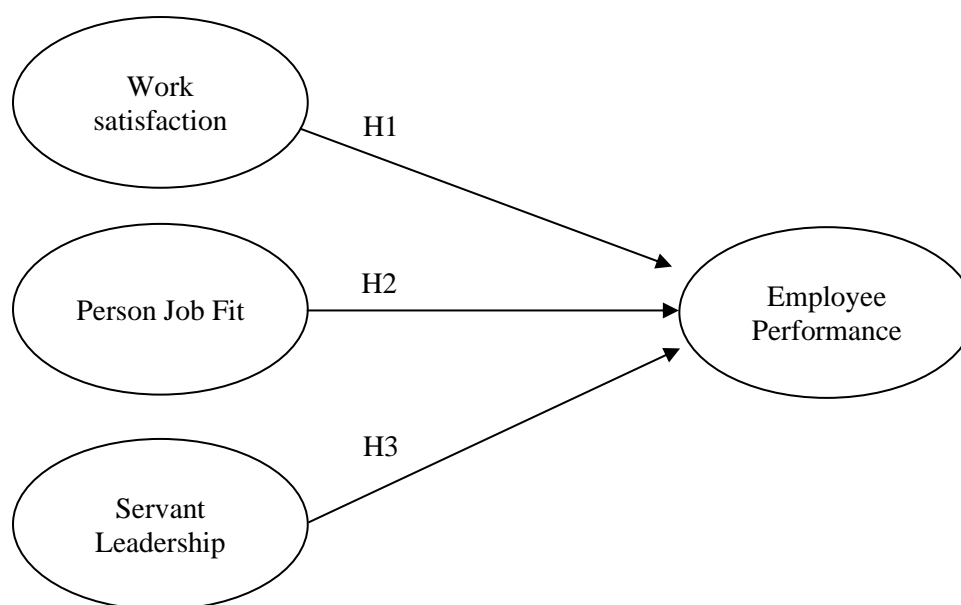


Figure. 1 Conceptual Model of Performance

METHODS

This research involved all 40 employees of the Yogyakarta City Fire and Rescue Service (DAMKAR) as participants. A census method was employed, using saturated sampling, where the entire population served as respondents. This approach was chosen to capture the complete range of characteristics and ensure representativeness across the organization. The decision to use the census method aligns with the manageable population size and the research goal of achieving comprehensive insights.

Data were collected through a structured questionnaire distributed directly to respondents in coordination with the information section of the Yogyakarta Fire and Rescue Service. The distribution process was carefully managed to maintain data quality and minimize potential biases. The questionnaire comprised statements measuring four main variables: work satisfaction, person-job fit, servant leadership, and employee performance. All items were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The development of the questionnaire followed a systematic process, incorporating established measures from previous studies. The questionnaire was adapted to fit the context of the Fire and Rescue Service, ensuring relevance and clarity for respondents. Pre-testing and validation were conducted to refine the instrument, and detailed operational definitions for each variable are provided in the appendix.

Data analysis was conducted using SPSS software, with the following steps:

1. Instrument Testing: Validity was assessed by comparing the r-calculated value against the r-table, while reliability was tested using Cronbach's Alpha, with a threshold of 0.6 to ensure internal consistency.
2. Classical Assumption Testing: Normality, heteroscedasticity, and multicollinearity tests were performed to confirm the appropriateness of the regression model.
3. Hypothesis Testing: Multiple linear regression analysis was applied to evaluate the effects of the independent variables (work satisfaction, person-job fit, and servant leadership) on the dependent variable (employee performance). A one-tailed test was employed based on the study's directional hypotheses. The significance level was adjusted accordingly, dividing the p-value by two for accurate interpretation.

The data collection timeline spanned from [insert start date] to [insert end date], ensuring sufficient time for participants to complete the questionnaires. A detailed list of the questionnaire items and their operational definitions is provided in the appendix.' By employing this rigorous methodological approach, the study aims to generate reliable and meaningful insights into the factors influencing employee performance within the Yogyakarta City Fire and Rescue Service.

RESULTS and DISCUSSION

Results

Validity and Reliability Test

Validity measurement is tested by comparing the r-count with the r-table value. In the data obtained, 0.2638 was obtained as the r-table ($n = 40; \alpha 5\%; 1\text{-tailed}$). The instrument is valid when the r-count is greater than the r-table. The test resulted in r-count of work satisfaction (0.204-0.603), *Person-job fit* (0.467-0.515), *Servant Leadership* (0.310-0.687), Employee Performance (0.340-0.483) meaning that all items are said to be valid because > 0.2638 . The reliability test is seen through *Cronbach's Alpha* which is greater than 0.60. *Cronbach's Alpha* value is obtained (Table 1) Work satisfaction (0.715), *Person-job fit* (0.670), *Servant Leadership* (0.873), Employee Performance (0.628). All values greater than 0.60 indicate a high level of data reliability.

Table 1. Validity and Reliability Test

Variables	Cronbach alpha	Information
Work satisfaction	0,715	Reliable
<i>Person-job fit</i>	0,670	Reliable
<i>Servant Leadership</i>	0,873	Reliable
Employee performance	0,628	Reliable

Source: Primary data processed 2024

Respondent Characteristics

The characteristics of the respondents are presented in Table 2, which includes 40 people consisting of 34 men (85.0%) and 6 women (15.0%). Based on age characteristics, which are divided into two age groupings, 24 people (65.0%) are dominated by the age range around 21-30 years. Based on length of service, 23 people (57.5%) have a working period of 4-6 years which dominates.

Table 2. Respondent Characteristics

Category		Total	Percentage
Gender	Men	34	85.0%
	Women	6	15.0%
Age	21-30 Years	24	65.0%
	31-40 Years	16	35.0%
Length of Service	1-3 Years	13	32.5%
	4-6 Years	23	57.5%
	7-10 Years	4	10.0%

Source: Primary data processed 2024

Description of Research Variables

Variable descriptions in the descriptive statistics in this study include the average value of each independent variable (work satisfaction, *person-job fit*, *servant leadership*) and the dependent variable (employee performance) presented in Table 3. Based on Table 3, it is shown that the responses to the

work satisfaction variable have an average of 4.27, *Person-job fit* has an average of 4.35, *Servant Leadership* has an average of 4.25 and employee performance has an average of 4.34.

Table 3. Variable Descriptive

Variables	Mean
Work satisfaction	4.27
Person-job fit	4.35
Servant Leadership	4.25
Employee Performance	4.34

Source: Primary Data Processed 2024

Classical Assumptions

The classical assumption test results (Table 4) show that there is no heteroscedasticity (*Spearman's Rho test*, $p > 0.05$). and normality is also met (*Kolmogorov-Sminov test*, *Asymp. Sig.* > 0.05). In addition, multicollinearity was not found in the regression model, with a *tolerance of* > 0.10 and a VIF of < 10 . The hypothesis testing results in Table 5 show the multiple linear regression results. Work satisfaction has a sig. = 0.054 \rightarrow Divided by two = 0.027. Since $0.027 < 0.05$, the hypothesis is accepted (significant effect). Person-job fit: sig. = 0.185 \rightarrow Divided by two = 0.0925. Since $0.0925 > 0.05$, the hypothesis is rejected (not significant). Servant leadership: sig. = 0.408 \rightarrow divided by two = 0.204. Because $0.204 > 0.05$, the hypothesis is rejected (not significant). The Adjusted R Square value of 0.368 indicates that 36.8% of the variation in employee performance at the Yogyakarta City Fire and Rescue Service can be explained by the variables of work satisfaction, person-job fit, and servant leadership. Meanwhile, the remaining 63.2% is influenced by other factors not examined in this study.

Table 4. Classical Assumption Results

Ind.	Dep.	Multicollinearity		Spearman's Rho Test	KolmogorovSmirnov Test
		Toll.	VIF	Sig.	Asymp.sig
Work satisfaction	Employee Performance	0.475	2.104	0.268	0.146 ^c
<i>Person-job fit</i>		0.638	1.568	0.293	
<i>Servant Leadership</i>		0.363	2.753	0.727	

Source: Primary Data Processed 2024

Table 5. Multiple Linear Regression Results

Ind.	Dep.	Unst. Coef.		T	Sig	Adj. R ²
		B.	Std. Err.			
Work satisfaction	Employee performance.	0.255	0.128	1.991	0.054	0.368
<i>Person-job fit</i>		0.269	0.199	1.351	0.185	
<i>Servant Leadership</i>		0.058	0.069	0.838	0.408	

Source: Primary Data Processed 2024

Discussion

The results of testing H1 in Table 5 underline that H1 which states that work satisfaction has a significant positive effect on employee performance is supported. This finding supports the research results of Egemen (2024) and Dorta-Afonso, Romero-Domínguez and Benítez-Núñez (2023), which showed the effect of work satisfaction on employee performance. which shows the effect of work satisfaction on employee performance. The highest respondent answer on work satisfaction respondents was on the statement "Overall, I am satisfied with my job" (mean = 4.43) while the lowest respondent answer was "I feel valued in my job" (mean = 4.13). Work satisfaction is influenced not only by financial factors such as salary, bonuses and benefits but also by non-material appreciation. Boosting employees' self-confidence and making them feel valued in the workplace is very important, which ultimately impacts on overall work satisfaction.

The results of testing H2 in Table 5 prove that H2 which states that *person-job fit* has a significant positive effect on employee performance is not supported. The results of this finding do not support previous findings (Lee *et al.*, 2022) (Kim, Schuh and Cai, 2020) in their research that *person-job fit* affects employee performance. However, the results of this study support other findings (Alfani & Hadini, 2018) that there is no effect of person-job fit on employee performance.

The highest respondent's answer on the *person-job fit* respondent was on the statement "I am able to maintain my values in my job" (mean = 4.38) while the lowest respondent's answer was "My values match or match the values of my job." (mean = 4.33). (mean=4.33). *Person-job fit* describes the extent to which an employee's personal values and goals are aligned with the demands and values of the job. This fit affects employees' comfort and productivity in performing their duties, which in turn impacts their work satisfaction and performance.

The results of testing H3 in Table 5 show that H3 which states *servant leadership* has a significant positive effect on employee performance is not supported. These findings support the findings of Kamanjaya, Supartha and Dewi (2017) that servant leadership has no significant effect on employee performance. that it has no significant effect on employee performance. It is explained that the perception of *servant leadership* has no impact on employee performance. The results of this study do not support the findings of other researchers (Pala'langan, 2021) and (Wang *et al.*, 2018) that *servant leadership* has an effect on employee performance.

The highest respondent answer on the *servant leadership* respondent was on the statement "Supervisor takes the time to form a quality relationship with me" (mean = 4.40) while the lowest respondent answer was "Supervisor tries to reach agreement among employees regarding important decisions" (mean = 4.08). Servant leadership emphasizes the importance of establishing good relationships with subordinates and seeking their involvement in the decision-making process. The quality of the relationship between leaders and employees, as well as the active participation of employees in important decisions, plays a significant role in creating a supportive and positive work environment, which in turn can affect employee performance and work satisfaction.

CONCLUSION

This research, conducted on employees of the Yogyakarta City Fire and Rescue Service (DAMKAR) using the census method, concludes that work satisfaction significantly influences employee performance, while person-job fit and servant leadership do not show significant effects. The findings emphasize the strong impact of work satisfaction on enhancing employee performance, as reflected in high scores for overall job satisfaction. Additionally, aspects such as recognition of employee contributions and fostering a sense of comfort in task execution are critical areas for further attention and development.

From a theoretical perspective, these results validate the critical role of work satisfaction in driving employee performance. However, the findings also suggest that the influence of person-job fit and servant leadership may vary depending on organizational characteristics and context, highlighting the contextual nature of these variables.

Practically, organizations should prioritize initiatives to increase employee satisfaction by recognizing contributions, creating a supportive work environment, and addressing specific organizational needs. For the Yogyakarta City Fire and Rescue Service, this could include regular feedback mechanisms, enhanced workplace amenities, and tailored training programs to boost satisfaction and performance.

This study is not without limitations. The research was confined to a single organization, which may limit the generalizability of the findings. Moreover, the exclusive focus on three variables may overlook other influential factors. Future research should explore additional variables such as work motivation, work environment, or person-organization fit to provide a more comprehensive analysis. Expanding the scope to include multiple organizations or regions is also recommended to enhance the applicability of the findings.

In summary, this research underscores the importance of work satisfaction as a key driver of employee performance and opens avenues for further exploration into contextual and complementary factors that can optimize organizational outcomes.

Award

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APPENDIX

No.	Work satisfaction (Crow, Lee, & Joo, 2012)
1.	Overall, I am satisfied with my work.
2.	I love my job more than anything else.
3.	I spend my time working hard.
4.	I feel valued in my work.
5.	I am proactive in my work.
6.	My work is important in my life.
No.	Person Job Fit (Goetz & Wald, 2022)
1.	My values match my work values.
2.	I am able to maintain my values in my work.
3.	Because my personal values are in line with his, my work can be well integrated.
4.	My view of work culture matches the work culture of my job.
No.	Servant Leadership (Gutierrez-Broncano, Linuesa-Langreo, Ruiz-Palomino, & Yáñez-Araque, 2024)
1.	The supervisor took the time to form a quality relationship with me.
2.	Supervisors create a sense of community among employees.
3.	Supervisors' decisions are influenced by employee input.
4.	Supervisors try to reach agreement among employees on important decisions.
5.	My supervisor is sensitive to my responsibilities outside the workplace.
6.	My supervisor makes my personal development a priority.
7.	Supervisors uphold high ethical standards for employees.
8.	Supervisor does what he promises
9.	Supervisors balance attention to daily details with future projections.
10.	Supervisors display extensive knowledge and interest in finding solutions to work problems.
11.	The supervisor made me feel like I was working with him, not for him.
12.	Supervisors work hard at finding ways to help others be the best they can be.
13.	Supervisors encourage employees to engage in community service/volunteer activities outside of work.
14.	Supervisors emphasize the importance of giving back to the community.

No.	Task Performance (Pradhan & Jena, 2017)
1.	I maintain a high standard of work.
2.	I was able to handle my duties without much supervision.
3.	I'm very passionate about my work.
4.	I know I can handle multiple tasks to achieve organizational goals.
5.	I used to complete my tasks on time.
6.	My colleagues believe that I am a high performer in the organization.
