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## Improving Performance Of Health Workers In Batam City: Through Authentic Leadership And Servant Leadership

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**Abstract :** The purpose of this research is to know and analyze the influence of authentic leadership and servant leadership partially and simultaneously on performance of health workers in Batam City. The method used in this research uses a method, namely the type of research used in this research is a quantitative research method. This research uses an analytical tool is SPSS Version 23. The population in this study is all health workers spread across Batam City whose numbers cannot be known and recorded with certainty. The sampling method in this study used accidental sampling technique. By using the Zikmund formula, the final sample size used was 100 people. The results of this research are (1) Authentic leadership partially has a positive and significant effect on performance of health workers, (2) Servant leadership partially has a positive and significant effect on performance of health workers (3) Authentic leadership and servant leadership together or simultaneously have a positive effect and significant to the performance of health workers. The coefficient of determination (adjusted R square) is 0.669 or equal to 66.9%. This figure means that the independent variables consisting of authentic leadership and servant leadership affect performance of health workers variable while the remaining 29.1% of the performance of health workers variable is influenced by other variables not examined in this study

**Keywords:** Authentic leadership, servant leadership, performance, health workers

### 1. INTRODUCTION

Health workers in Indonesia play a crucial role in the ever-evolving healthcare system. With a large population and vast territory, Indonesia faces challenges in ensuring the availability and equitable distribution of health workers throughout the country. Based on data from the Ministry of Health, although the number of health workers increases every year, the disparity in the distribution of health workers between urban and rural areas is still a major problem. Factors such as inadequate health facilities, unequal incentives, and high workloads also affect the performance of health workers in Indonesia.

Batam City, as one of the rapidly growing industrial cities, also faces challenges in the health sector. With rapid population growth and high urbanization, the need for competent and adequate health workers is increasing. Batam has a number of hospitals, clinics, and other health facilities that continue to expand to meet the increasing demand for health services. However, despite the continuous improvement of health infrastructure, challenges related to the performance of health workers, such as high work pressure and lack of managerial support, still arise frequently.

The performance of health workers is strongly influenced by various factors, including the leadership style applied in the workplace. Authentic leadership and servant leadership are two leadership styles that are considered capable of improving the performance of health workers through different approaches. However, the application of these two leadership styles does not always run smoothly in the field. Many health workers in Batam City still face

challenges in terms of leadership support, which has an impact on work motivation and health service outcomes.

The performance of health workers is one of the key factors in ensuring the quality of health services provided to the community. This performance covers various aspects, including professional ability, efficiency in carrying out tasks, and the quality of interactions with patients. Health workers, such as doctors, nurses, and other healthcare workers, are responsible for providing services in accordance with medical standards and professional ethics. Good performance can be seen in how effective they are in diagnosing and treating illnesses, providing health education, and responding to patients' needs quickly and appropriately.

Performance evaluation of health workers should be done regularly to ensure that they continue to meet the set standards. Constructive feedback from management and patients can help health workers improve the quality of their services. Thus, optimal performance of health workers will contribute to improving the overall quality of health services, which will ultimately improve the welfare of the community.

Authentic leadership is a leadership style that emphasizes honesty, transparency, and integrity in every action of the leader (Gardner et al., 2021; Muguna, 2022). Authentic leaders tend to motivate their team by setting an example through actions that are consistent with their personal values. In the context of healthcare workers, authentic leadership can help create a more open and supportive work environment, allowing healthcare workers to work more effectively and efficiently. Research shows that health workers who work under authentic leadership tend to have higher levels of job satisfaction and contribute more towards achieving organizational goals.

Authentic leadership is a leadership concept that emphasizes the importance of honesty, integrity, and transparency in carrying out the role of a leader (Shazad et al., 2021; Zysman & Costinot, 2022). Authentic leaders operate on the basis of strong personal values and strive to be consistent between what they believe, say, and do. This leadership style involves a deep understanding of oneself, including strengths, weaknesses, values, and emotions, which are then used to lead with clear purpose and high integrity. Authentic leaders do not seek to hide weaknesses or project an image that does not match their reality. Instead, they are open to feedback and criticism, and are willing to learn from experiences and mistakes. By showing vulnerability, they create an environment that supports trust and openness, which in turn strengthens relationships with their team members.

In Batam City, the implementation of authentic leadership still faces some obstacles. Many leaders in the health sector still focus on the traditional hierarchical approach, which

does not support openness and transparency. This often leads to a lack of effective communication between leaders and health workers, affecting their performance. In addition, high work pressure and administrative demands also prevent leaders from consistently applying authentic leadership styles.

In practice, authentic leadership involves several key components. First, self-awareness, where leaders have a deep understanding of themselves. Second, relational transparency, where they are honest and open in their interactions. Third, balanced processing, which means leaders are able to analyze information objectively and consider different points of view before making decisions. Fourth, internalized moral perspective, where leaders act in accordance with the moral values they believe in, not because of external pressure.

The benefits of authentic leadership include increased trust within the team, higher engagement from team members, and the creation of a positive work culture. By encouraging honesty and integrity, authentic leaders can build a more solid and committed team, and create a healthier and more productive work environment. Authentic leadership is considered an effective approach in building sustainable and meaningful long-term relationships in organizations.

Servant leadership, on the other hand, is a leadership style that places the interests and needs of the team above the personal interests of the leader (McQuade et al., 2021; Gui et al., 2021). Leaders who adopt servant leadership strive to serve, support, and empower their team members. In the context of health workers, servant leadership can encourage the professional and personal development of health workers, creating a more inclusive and collaborative work environment. Leaders who apply this style tend to focus more on empowering health workers, which in turn can improve the quality of health services provided.

Servant leadership is a leadership approach that places the needs, growth, and well-being of others as the top priority (Gelaidan et al., 2024; Turner, 2022). The concept was first introduced by Robert K. Greenleaf in 1970 and focuses on the idea that leaders should serve others, not the other way around. In this model, the leader acts as a servant to his or her team, seeking to empower and support individuals in the organization to reach their full potential.

A servant leader has several key characteristics, including empathy, awareness, active listening, commitment to the growth of others, and building community. They encourage a collaborative and inclusive work environment, where everyone feels valued and heard. Such leaders seek to understand the unique needs of each team member and seek to meet those needs in a way that promotes personal and professional well-being and development.

Servant leadership also emphasizes the importance of ethical and sustainable decision-

making. Servant leaders seek to create a sustainable positive impact on the organization and the surrounding community. They prioritize values such as honesty, fairness, and trust, which help create a healthy and productive work culture.

In practice, servant leadership can increase employee loyalty, productivity and job satisfaction. By focusing on individual well-being and development, this leadership model can create an environment that motivates and empowers employees to contribute to their full potential. In addition, by building strong, trust-based relationships, servant leadership can strengthen communication and collaboration within teams, ultimately contributing to the long-term success of the organization.

Although the concept of servant leadership promises many benefits, its implementation in Batam City also faces challenges. Many leaders in the health sector still do not fully understand or adopt this approach. Most leaders tend to focus more on achieving short-term targets and operational efficiency, often neglecting aspects of team empowerment and development. Lack of leadership training and development that focuses on servant leadership is also one of the main obstacles. As a result, health workers in Batam often feel less supported in their career development, which can negatively impact their motivation and performance.

From the above discussion, it can be concluded that the performance of health workers in Batam City is influenced by the leadership style applied. Authentic leadership and servant leadership have great potential to improve the performance of health workers through approaches that support openness, transparency and empowerment. However, the implementation of these two leadership styles still faces various challenges in the field, including lack of understanding, high work pressure, and limitations in leadership training.

## **2. LITERATURE REVIEW**

### **Performance (Y)**

Employee performance can be understood as the results or output produced by employees in carrying out their duties and responsibilities in accordance with predetermined standards (Diamantidis & Chatzoglou, 2019; Atatsi et al., 2019). This performance includes aspects of quality, quantity, and timeliness in completing work. Employee performance can also be seen as a continuous process to achieve the goals set by the organization (Brhane & Zewdie, 2018; Kuswati, 2020). Employee performance reflects an individual's contribution to the success of the organization (Pradhan & Jena, 2019; Abbas et al., 2022). High-performing employees will have a positive impact on achieving the vision and mission of the organization, as well as increasing the company's competitiveness in the market (Gravina et al., 2021;

Zacharias et al., 2021). Employee performance is often measured by looking at the extent to which an employee has the competencies needed to carry out their work. These competencies include knowledge, skills, and attitudes that are in accordance with the demands of the job. Employee performance appraisal involves evaluating how effectively and efficiently an employee accomplishes work (Sinambela & Ernawati, 2021; Zhenjing et al., 2022; Zysman et al., 2022).

### **Authentic Leadership (X<sub>1</sub>)**

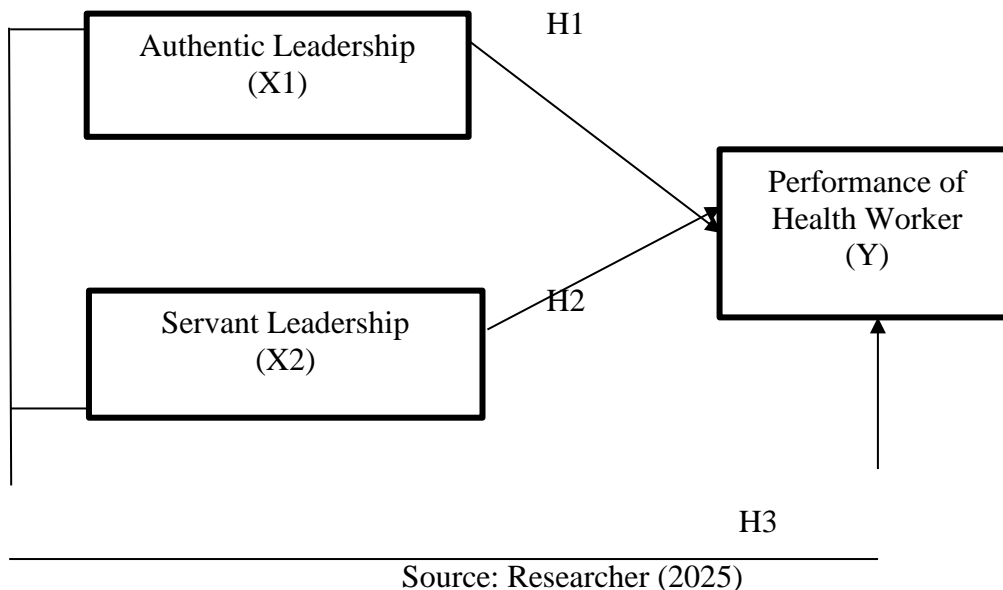
Authentic leadership is a leadership style that prioritizes honesty, transparency, and consistency in the leader's actions (Gardner et al., 2021; Einola & Alvesson, 2021). Authentic leaders show their true colors, adhere to their values, and openly share their vision with their followers (Muguna, 2022; Shahzad et al., 2021). This leadership prioritizes genuine relationships with team members, motivating them to work based on clear goals and mutual trust. Authentic leaders are known for having a strong understanding of their personal and professional values (Zhang et al., 2022; Duarte et al., 2021). They make decisions based on integrity and consistent principles. As such, they are able to build respectful relationships and set a positive example for others. Authenticity in leadership is also reflected in the leader's ability to be open about decisions made, as well as the reasons behind their actions (Daraba et al., 2021; Kurian & Nafukho, 2022).. Authentic leaders do not hide information and are willing to receive feedback from the team to improve their performance and effectiveness. Authentic leadership also emphasizes the importance of balance between personal and professional life. Authentic leaders demonstrate that it is important to maintain personal well-being while remaining responsible for their professional duties and roles (Labrague et al., 2021; Gelaidan et al., 2024).

### **Servant Leadership (X<sub>2</sub>)**

Servant Leadership is a leadership approach that places the interests of others above the leader's own personal interests (Mcquade et al., 2021; Canavesi & Minelli, 2022). This concept was first introduced by Robert K. Greenleaf in 1970. In this leadership model, a leader acts more as a servant or facilitator for his team, rather than a ruler who only gives orders. Servant Leadership emphasizes the philosophy that leaders should serve first, then lead (Gui et al., 2021; Meuser & Smallfield., 2021). Leaders in this concept not only give direction, but also listen, guide, and provide support to team members (Khan et al., 2022; Hai & Van, 2021). The main focus is on empowering the team and meeting their needs. This people-first leadership aims to create a harmonious and productive work environment (Turner, 2022; Mohzana et al., 2023). In Servant Leadership, leaders focus on empowering and developing the potential of

each team member. They help to improve individual abilities and skills so that they can contribute better to the organization (Bilal et al., 2021; Demeke et al., 2024).

### **Conceptual Framework**



**Figure 1. Conceptual Framework**

#### **1. The relationship of authentic leadership to the performance of health workers in Batam City**

Authentic leadership is a leadership approach that emphasizes integrity, honesty, and transparency in interacting with others. In the context of health workers, authentic leadership plays an important role in improving the performance of health workers, which in turn contributes to improving the quality of health services in hospitals or other health facilities. Research focusing on the relationship between authentic leadership and health worker performance in Batam City shows that the application of authentic leadership can have a significant impact on individual, team, and organizational performance. Authentic leadership consists of four main dimensions: self-awareness, relational transparency, balanced processing of information, and internalized moral perspective. These dimensions serve to build trust, support intrinsic motivation, and strengthen the relationship between leaders and their followers. In the context of health workers in Batam City, the application of these dimensions can increase mutual trust between leaders and medical staff, leading to increased collaboration and effectiveness in health services.

Partially, the self-awareness of an authentic leader in healthcare helps the leader to be more sensitive to the needs of the team and the work environment, and to identify areas for improvement. This enables the leader to provide more targeted support, both in terms of

professional development and the psychological well-being of health workers. In addition, transparency in the relationship between leaders and health workers allows for more open communication and reduces the potential for conflict or misunderstanding in the work environment. Authentic leaders will be better able to listen to staff aspirations and complaints, thus creating a more inclusive and supportive work atmosphere. Balanced processing ensures that decisions made by leaders are based on objective considerations and in-depth analysis. In the healthcare sector, these decisions often have a direct impact on the quality of patient care. With leaders who are able to make decisions with a fair and objective approach, health workers will feel more valued and motivated to provide the best service possible.

Finally, the moral perspective internalized in authentic leadership plays a role in instilling high ethical values, such as responsibility and commitment to quality healthcare. When leaders demonstrate integrity and honesty in their actions, healthcare workers are more likely to emulate these attitudes, which in turn improves performance and patient satisfaction. Overall, authentic leadership is closely related to improved health worker performance, as it promotes mutual trust, engagement, and strong motivation among health workers. In Batam City, consistent application of authentic leadership can contribute to a more productive work environment and higher quality health services.

## **2. The relationship of servant leadership to the performance of health workers in Batam City**

Servant leadership is a leadership approach that emphasizes service to others, where leaders focus on the needs, development, and well-being of their team members or followers. In the context of health workers in Batam City, servant leadership can be directly related to the performance of health workers through various dimensions that support work effectiveness, satisfaction, and motivation. Leaders who apply servant leadership are not only oriented towards organizational goals, but also pay attention to the emotional and professional needs of health workers, which play an important role in improving their performance. One of the key elements in servant leadership is empathy, where leaders listen and understand the needs and challenges faced by health workers. When health workers feel valued and supported by their leaders, they tend to have higher levels of job satisfaction. This higher job satisfaction contributes to increased motivation and performance, which in turn positively impacts the quality of health services provided to the community.

In addition, servant leadership also encourages the empowerment of team members. Servant leaders provide opportunities for health workers to develop through training, assigning

appropriate responsibilities, and involvement in decision-making. In the context of health workers in Batam, this can increase their engagement in their work and give them a greater sense of control over their work, leading to improved performance. Furthermore, servant leadership also builds strong relationships between leaders and followers. In healthcare, a good relationship between leaders and healthcare workers is crucial to creating a collaborative and supportive work atmosphere. When healthcare workers feel supported by their leaders, they are more likely to work harder, innovate, and commit to achieving organizational goals.

Overall, the relationship between servant leadership and the performance of health workers in Batam City can be seen as a mutually beneficial process. Servant leaders can create a positive work environment, increase satisfaction and motivation, and empower health workers to achieve optimal performance. Implementation of servant leadership in the health sector can have a significant impact on the quality of health services received by the community, which in turn will improve health outcomes in Batam City.

### **3. The relationship between authentic leadership and servant leadership on the performance of health workers in Batam City**

The relationship between authentic leadership and servant leadership simultaneously on the performance of health workers in Batam City can be explained by referring to the two leadership models that have a significant influence on motivation, job satisfaction, and individual performance in organizations, especially in the context of health workers. Authentic leadership prioritizes sincere and honest leadership, where leaders demonstrate integrity, transparency, and consistency in decision making and communicate openly with their teams. Authentic leaders are known for their ability to recognize and manage their strengths and weaknesses, which creates a more open and honest work atmosphere. In the context of health workers, the application of authentic leadership can motivate medical staff to work optimally, because they feel appreciated and heard by their leaders. For example, when hospital leaders in Batam demonstrate authentic behavior, health workers will be more likely to commit to organizational goals, such as improving the quality of medical services and patient satisfaction.

On the other hand, servant leadership emphasizes leaders who prioritize the needs and well-being of their followers. This type of leader functions as a servant to the team, focusing on the personal and professional development of team members. In the context of health workers, a servant leader plays an important role in creating a work environment that supports collaboration and empowerment. Servant leaders not only provide moral and emotional support, but also facilitate career development and well-being of medical staff. For example, a service-oriented leader will prioritize the physical and mental health of health workers, which



can directly improve their performance, reduce stress, and improve the quality of service to patients.

When these two leadership styles are applied simultaneously, namely authentic leadership that emphasizes honesty and transparency and servant leadership that focuses on service and empowerment, they complement each other and create a positive work climate. Health workers in Batam City will be more motivated to give their best in their work. Authentic leadership can foster mutual trust, while servant leadership will strengthen empathy and cooperation among health workers. So, overall, these two leadership styles will contribute to improving the performance of health workers, both in terms of the quality of medical services and the operational effectiveness of hospitals or clinics in Batam.

### **3. RESEARCH METHOD**

#### **Type of research**

The type of research used in this study is quantitative. Quantitative research is a method used to test certain theories by examining each relationship between variables. In this study, it is quantitative, namely data consisting of numbers of respondents' answers or data that can be calculated and will be included in calculations or used in quantitative analysis such as variables that will be studied for their influence on customer satisfaction. (Sugiyono, 2021).

#### **Data source**

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2021), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2021), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

#### **Research Population and Sample**

According to Sugiyono, (2021) population is the whole of the object under study. Population is a generalization area consisting of objects / subjects to study and then draw conclusions. The population in this study is all health workers spread across Batam City whose

numbers cannot be known and recorded with certainty. The sampling method in this study used accidental sampling technique. According to Sugiyono (2021) the accidental sampling method is a sampling technique using a sampling strategy based on chance, anyone who happens to meet the researcher can be used as a sample if deemed suitable as a data source. By using the Zikmund formula, the final sample size used was 100 people.

#### 4. RESULTS AND DISCUSSION

##### Respondent Characteristics

**Table 1. Characteristics of Respondents Based on Gender**

<b>Gender</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	32.0	32.0	32.0
	Female	68	68.0	68.0	100.0
	Total	100	100.0	100.0	

Source: Processed by researchers (2025)

**Table 2. Characteristics of Respondents Based on Age**

<b>Age</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-26 year old	27	27.0	27.0	27.0
	27-33 year old	48	48.0	48.0	48.0
	> 33 year old	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Source: Processed by researchers (2025)

**Table 3. Characteristics of Respondents Based on Income**

<b>Income</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000.000-4.000.000	63	63.0	63.0	63.0
	4.000.001-8.000.000	29	29.0	29.0	29.0
	>8.000.001	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Source: Processed by researchers (2025)

## Validity and Reliability Test Results

**Table 4. Validity Test Results**

Item Statement	Corrected Item Total Correlation	Information
X1.1	0,615	Valid
X1.2	0,653	Valid
X1.3	0,622	Valid
X1.4	0,571	Valid
X1.5	0,592	Valid
X1.6	0,558	Valid
X2.1	0,631	Valid
X2.2	0,614	Valid
X2.3	0,625	Valid
X2.4	0,648	Valid
X2.5	0,655	Valid
X2.6	0,663	Valid
Y.1	0,647	Valid
Y.2	0,676	Valid
Y.3	0,629	Valid
Y.4	0,633	Valid
Y.5	0,657	Valid
Y.6	0,611	Valid

Source: Processed by researchers (2025)

Based on the statistical test results above, it is known that the corrected item correlation value  $> 0.361$ , so the data is declared valid.

**Table 5. Reliability Test Results**

No	Variable	Cronbach Alpha	Results
1	Authentic Leadership (X1)	0,835	Reliable
2	Servant Leadership (X2)	0,881	
3	Performance of Health Workers (Y)	0,865	

Source: Processed by researchers (2025)

Based on the table above, it is known that the cronbach's alpha value for all research variables service quality, physical evidence and student satisfaction  $> 0.60$ , it can be said that the overall reliability test results are reliable (reliable).

**Normality Test Results**

**Table 6. Kolmogorove-Smirnov Normality Test Results**

<b>One-Sample Kolmogorov-Smirnov Test</b>			
		Unstandardized Residual	
N		100	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	4.27478282	
	Most Extreme Differences		
		Absolute	.081
		Positive	.062
		Negative	-.083
Test Statistic		.083	
<b>Asymp. Sig. (2-tailed)</b>		<b>.226<sup>c,d</sup></b>	
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source: Processed by researchers (2025)

Based on the data in the table above, it can be seen that the asymp. sig (2-tailed) value is  $0.226 > 0.05$  so it can be concluded that this study is normally distributed and has met the requirements of the normality test.

**Multicollinearity Test Results**

**Table 7. Multicollinearity Test Results**

<b>Coefficients<sup>a</sup></b>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Authentic Leadership	<b>.744</b>	<b>1.863</b>
	Servant Leadership	<b>.744</b>	<b>1.863</b>
a. Dependent Variable: Performance of Health Workers			

Source: Processed by researchers (2025)

Based on the table of multicollinearity test results, it is known that the two VIF values for each variable are  $< 10$ , and the Tolerance value for each variable is  $> 0.10$ , so it can be concluded that there is no multicollinearity.

## Heteroscedasticity Test Results

**Table 8. Glejser Heteroscedasticity Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,253	1,874		<b>,083</b>	<b>,762</b>
	Financial Technology	,062	,047	,083	<b>1,126</b>	<b>,525</b>
	Social Influence	,079	,066	,156	<b>1,326</b>	<b>,617</b>

a. Dependent Variable: ABS\_RES

Source: Processed by researchers (2025)

Based on the Glejser test table above, the significance value of the three independent variables is > from 0.05, it can be concluded that there is no heteroscedasticity.

## Multiple Linear Regression Test Results

**Tabel 9. Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	<b>6.863</b>	3.175
	Authentic Leadership	<b>.356</b>	.121
	Servant Leadership	<b>.713</b>	.173

Source: Processed by researchers (2025)

Based on the table above, the regression equation is obtained as follows:

$$Y = 6,863 + 0,356 X_1 + 0,713 X_2 + \epsilon$$

This can be seen in the following information:

- The constant value of 6,863 means that if all independent variables are considered constant or equal to zero the dependent variable is 6,863.
- The regression coefficient value of the authentic leadership variable (X1) is 0.356, which means that if there is an increase in authentic leadership by 1, then performance of health workers (Y) will increase by + 0.356
- The regression coefficient value of the servant leadership variable (X2) is + 0.713, which means that if there is an increase in servant leadership by 1, then performance of health workers will increase by + 0.713.

**T-test Results (Partial Test)**

**Table 10. T-test Results (Partial Test)**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.863	3.175		<b>2,315</b>	<b>,005</b>
	Authentic Leadership	.356	.121	.348	<b>3,623</b>	<b>,005</b>
	Servant Leadership	.713	.173	.615	<b>4,559</b>	<b>,002</b>

a. Dependent Variable: Performance of Heath Workers

Source: Processed by researchers (2025)

Based on the t test results above, the t table value = at n-k (100-3) is 97 at a significant level of 5% (0.05) is 1.985. Thus, to find out partially, the following explanation can be described:

1. The effect of authentic leadership on performance of health workers

The t-count value of authentic leadership is 3.623 > t-table 1.98 (n-k = 100-3 = 97 at 0.05 / 5%) and a significance of 0.005 < 0.05, so Ha is accepted and Ho is rejected, then authentic leadership partially has a positive and significant effect on performance of health workers.

2. The effect of servant leadership on performance of health workers

The t-count value of servant leadership 4.559 > t-table 1.98 (n-k = 100-3 = 97 at 0.05 / 5%) and significance 0.002 < 0.05, so Ha is accepted and Ho is rejected, then servant leadership partially has a positive and significant effect on performance of health workers.

**F-Test Results (Simultaneous Test)**

**Table 11. F-Test Results (Simultaneous Test)**

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1669,184	2	734,179	<b>62,217</b>	<b>,000<sup>b</sup></b>
	Residual	1641,338	97	18,235		
	Total	3226,673	99			

a. Dependent Variable: Financial Behaviour

b. Predictors: (Constant), Social influence, financial technology

Source: Processed by researchers (2024)

Based on the table above, It is known that the F-test results in an F-count of  $62.217 > F$ -table 3.09 ( $n-k-1$  at  $k = 100-3-1 = 96$ ) so that  $H_a$  is accepted and  $H_o$  is rejected, meaning that authentic leadership and servant leadership simultaneously have a significant effect on performance of health workers.

### Determination Test Results

**Table 12. Determination Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,816 <sup>a</sup>	,713	<b>,669</b>	4,137
a. Predictors: (Constant), servant leadership, authentic leadership				
b. Dependent Variable: performance of health workers				

Source: Processed by researchers (2024)

From the table above, it can be seen that the coefficient of determination (adjusted R square) is 0.669 or equal to 66.9%. This figure means that the independent variables consisting of authentic leadership and servant leadership affect performance of health workers variable while the remaining 29.1% of the performance of health workers variable is influenced by other variables not examined in this study.

## 5. CONCLUSIONS AND SUGGESTIONS

### CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Authentic leadership partially has a significant effect on performance of health workers in Batam City.
2. Servant leadership partially has a significant effect on performance of health workers in Batam City.
3. Authentic leadership and servant leadership simultaneously has a significant on performance of health workers in Batam City.

### SUGGESTION

Based on the conclusions obtained from the above research, the following suggestions are made:

1. Based on the above conclusions, Suggestions that can be given regarding the application of authentic leadership to improve the performance of health workers in Batam City are

the importance of developing and implementing an authentic leadership style in health organizations. Authentic leadership focuses on honesty, transparency, and consistency in the actions of leaders, which can build trust and better relationships with health workers. Researchers suggest that leaders in hospitals or other health facilities emphasize the importance of open communication, so that health workers feel valued and involved in decision making. By creating a supportive work environment and paying attention to the emotional and professional well-being of health workers, leaders can increase motivation and job satisfaction. In addition, authentic leaders can provide good examples in terms of work ethics and integrity, which in turn will positively affect the performance of health workers. Research also shows that leaders who are able to provide social support and career development to their subordinates will improve their performance and loyalty. Therefore, it is important for leaders in Batam City to implement the principles of authentic leadership through training, coaching, and periodic evaluation of their leadership style. The application of this approach is expected to improve the quality of health services and the performance of health workers in Batam City.

2. Servant leadership, which focuses on servant leadership, can be an effective approach in improving the performance of healthcare workers in Batam City. This approach emphasizes the development and empowerment of individuals through empathy, open communication, and attention to the needs of team members. In the context of healthcare workers, leaders who adopt this leadership style can create an environment that supports motivation, collaboration, and well-being of medical staff. By paying attention to the professional and personal needs of team members, servant leadership can increase job satisfaction, which in turn can have a positive impact on the quality of healthcare services provided to patients. Researchers can recommend that hospitals or healthcare facilities in Batam City implement leadership training based on the principles of servant leadership, with a focus on developing empathy, communication, and active listening skills for medical leaders. In addition, it is important to facilitate better relationships between leaders and healthcare workers, by providing space for them to contribute to decision-making and feel recognized for their contributions. Further research on the implementation of servant leadership in the healthcare workforce environment in Batam City can help understand the long-term impact on productivity and the quality of medical services provided.
3. Based on the research results, there are several suggestions that can be given to improve the performance of health workers in Batam City. First, it is important to improve the



quality of training and continuing education for health workers. Targeted training programs can help improve technical and non-technical skills, such as communication and managerial skills, which are very important in providing effective health services. Second, improving the welfare of health workers needs to be a primary concern. Fair incentives and supporting facilities can increase work motivation and loyalty of health workers. In addition, performance achievement must be measured objectively and transparently, by setting clear performance indicators, such as patient satisfaction levels, emergency response times, and case management effectiveness. Third, the implementation of better information technology systems, such as electronic medical records (EMR), can speed up the health service process and reduce administrative errors. The use of this technology can also support faster and more accurate decision-making, which contributes to improving the quality of service. Finally, strengthening cooperation between health institutions and improving communication between health workers and patients and between medical personnel can help create a more collaborative and responsive work environment to patient needs. All of these steps are expected to improve the performance of health workers and the quality of service in Batam City.

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