

Servant Leadership Style, Work Climate, Work Motivation Improved Handover Implementation

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Article info	Abstract
<p>Article history: Received: February 02nd, 2025 Revised: May 26th, 2025 Accepted: June 20th, 2025</p> <hr/> <p>Corresponden author: Name: Sandra Dewi Address: Jl. Arjuna Utara No.9, Duri Kepa, Kec. Kb. Jeruk, Kota Jakarta Barat, Daerah Khusus Ibukota Jakarta 11510 E-mail: sandra.dewi@esaunggul.ac.id</p> <hr/> <p>International Journal of Nursing and Health Services (IJNHS) Volume 8, Issue 3, June 20th, 2025 DOI: 10.35654/ijnhs.v8i3.866 E-ISSN: 2654-6310</p>	<p>Background: Healthcare providers, particularly nurses, face the issue of enhancing the quality and consistency of communication along the healthcare chain, specifically at the transitory point or when interacting with healthcare officials. Safety problems can occur as a result of losses caused by failing to transmit patient information. Objective: The study seeks to examine the impact of characteristics related to servanter leadership style, working climate, and work motivation on the implementation of handover. Method: This research employs a quantitative study which is the cross-sectional study. The participant selected for this study was a nurse in a leadership position in a hospital unit, and the total number of respondents was 72. The research data was collected by questionnaire responses and analyzed using Structural Equation Modeling (SEM) techniques with the assistance of the SEM PLS application. Result: The findings of this study indicate that 1) Servant leadership, work climate, and work motivation together influence the implementation of handover. 2) Servant leadership has a positive and significant influence on work motivation; 3) Work climate has a positive and significant influence on work motivation; 4) Work motivation has a positive and significant influence on handover implementation; 5) There is no influence of servant leadership on handover implementation; 6) Work climate has a positive and significant influence on handover implementation. Conclusion: The integration of servant leadership, organizational climate, and work motivation is essential for the effective implementation of handovers</p> <p>Keywords: servant leadership, work climate, work motivation, handover implementation</p>
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Background

Handover implementation is a critical aspect of organizational operations, particularly in industries where continuity and consistency are essential (1). The handover process involves the transfer of responsibilities, knowledge, and tasks from one individual to another, which can be challenging if not managed properly (2).

Effective handover implementation requires effective communication, clear documentation, and a supportive work environment (3). Servant leadership, a leadership style that emphasizes the leader's role in serving the needs of their team members, can foster a positive work climate and motivate employees to participate in the handover process (4).

Research has shown that servant leadership is positively correlated with employee satisfaction, engagement, and motivation (4-5). In the context of handover implementation, servant leadership can help create a supportive work environment where employees feel comfortable sharing knowledge and expertise, and are motivated to participate in the handover process (6).

In the MM Hospital Indramayu found that the execution of handover in hospital and IGD units, as observed through supervisory reports and direct observations, has revealed shortcomings. This indicates that the turnover process does not adhere to the specified procedural standards.

Based on a pre-survey interview with the quality assurance Committee and data from the 2023 patient safety incident report, it was found that several patient safety incidents related to the handover implementation were not in line with Standard Operating Procedures (SPO) and were a result of inefficient communication among nurses. The patient safety mishaps that transpired at Indramayu MM Hospital in 2023 were comprised of unforeseen occurrences.

A study has identified such as how servant leadership influences the work climate during handover implementation (7). Another study also describes a positive work climate is important for employee motivation (8). Servant leadership is positively correlated with

employee motivation, but there is a need for more research on how this leadership style affects handover implementation outcomes (9).

Despite the importance of handover implementation and the potential benefits of servant leadership, there is a gap in the existing literature regarding the relationship between servant leadership, work climate, and work motivation on handover implementation. However, some gaps have been identified such as there is a need for more research on how this leadership style, working motivation affects the work climate during handover implementation

Method

Design

The research employed a quantitative research method with a cross-sectional approach to investigate the impact of service leadership style and work atmosphere on the implementation of handover. The study intends to ascertain the influence of work motivation as an independent variable.

Sample, Sample Size, & Sampling Technique

The sample for this study consists of a complete group of 72 nurses who hold executive positions in both the hospital and the UGD unit. This study used a complete sampling approach to choose the research sample. The criteria for inclusion in this study are as follows: 1) all nurses working in the hospital unit and IGD; 2) willingness to participate in this research; 3) having worked at the hospital MM indramayu for a period of 1 year. Neither the department head nor the nurse responsible for management are participating in this study.

Data collection process

In this study, the data used is primary data obtained directly from the respondents involved. The data collection process is carried out using a pen-ended questionnaire through a google form. This activity is done by a researcher who is assisted by a research assistant within a period of 1 month.

This quisioner was used to measure the leadership style of the chief of the room in leading his subordinates. This questionnaire consists of five dimensions: 1) altruistic calling; 2) emotional healing; 3) wisdom; 4) persuasive

mapping; and 5) organizational stewardship. Skala likert digunakan dengan 1= strongly disagree, 2=disagree, 3=agree, and 4 strongly agree. The highest score showed the strongly servant leadership style and the lowest score showed the less the servant leadership style.

The work climate questionnaire is used to measure the perception of an executive nurse regarding the work environment that affects the behavior of a nurse at work and has an impact on the outcome of her work. The questionnaire consists of six dimensions: 1) conformity; 2) responsibility; 3) standards; 4) reward; 5) clarity; and 6) team spirit. The likert scale is used with 1 = strongly disagree, 2 = disagreed, 3 = agreed, and 4 strongly agreed.

A work motivation questionnaire is used to measure conditions or circumstances that encourage an executive nurse to undertake activities in a job to a desired goal in the work environment. This questionnaire consists of three dimensions: 1) need of achievement; 2) need of affiliation; 3) need of power. The likert scale is used with 1 = strongly disagree, 2 = disagreed, 3 = agreed, and 4 strongly agreed.

Handover implementation questionnaire was used to measure information related to liability and liability of the claimant during the continuing transfer of the patient. The questionnaire is divided into five dimensions, namely: 1) the staff of the nurses in the process of handover; 2) the timing of the delivery; 3) the availability of patient information; and 4) the existence of a work plan. The likert scale is used with 1 = strongly disagree, 2 = disagrees, 3 = agree, and 4 strongly agree.

The validity test method in this study uses the correlation technique of pearson's product moment with the criterion if r counts $> r$ table (at alpha 0,05), then the statement element is said to be valid. Whereas if r count $< r$ table (at alpha = 0,05) then the declaration element is stated to be invalid. Based on table R, the table r value for a sample of 30 respondents ($\alpha = 5\%$) is 0.361, therefore in this test, the question item is declared valid if r counts significantly and the value exceeds 0.361. For the reliability test used is the Cronbachs Alpha Reliability Test where the instrument is declared reliable if the cronbachs alpha value is > 0.7 .

Data Analysis

Statistical data analysis using the Structural Equation Modeling application (SEM-PLS). The test phases include (1) Goodness of fit of the PLS model by showing the R Square, Q Square and SRMR values of the model, (2) Multicollinearity test tested with the inner VIF value of a model, (3) direct impact test with bootstrapping method, (4) indirect impact test; (5) determination coefficient that can be seen from the Adjusted R Square value; and (6) simultaneous impact test by displaying R Square values and F test through regression analysis with a p value < 0.05 stated influential.

RESULT

Characteristic of Respondent

The results of the descriptive analysis of the characteristics of respondents in Table 4.3 according to gender are mostly female employees (83.3%), while the remaining 16.7% are male employees. Furthermore, according to age, the majority of employees are 30 – 35 years old (51.4%), whereas the remainder are 27.8% employees under the age of 30, 16.7% employees from 35 – 40 years old and 3% employees from 40 – 50 years old..

Table 1. Characteristic of Respondent

Characteristic of respondents	F	%	
Gender	Men	12	16.7
	Women	60	83.3
Age	< 30 years	20	27.8
	30-35 years	37	51.4
	35-40 years	12	16.7
	40-45 years	3	4.2
Education	D3 of nursing	40	55.5
	D3 of midwifery	20	27.8
	Nursing profession	12	16.7

Goodness of Fit Model

The Goodness of Fit model quantifies the degree to which the PLS model accurately predicts endogenous variables. A value of R Square more than 0.67 indicates a good predictive ability of the PLs model for endogens. R Square values between 0.33 and 0.67 suggest that PLS models fall into the category of relatively strong (moderate) predictors. R Square values between 0.19 and

0.33 indicate a limited ability to foresee endogenous. The analysis in Table 2 revealed that the R square value for handover execution was 0.662, indicating a moderate level of performance. Similarly, the R square value for motivation of work was 0.589, also indicating a moderate level of motivation.

Variables	R Square	Criteria
Handover Implementation	.662	moderate
Work Motivation	.589	moderate

Q Square Model Assessment

Q Square shows the predictive relevance of the model, where the Q Square value of 0.02 - 0.15 indicates that the model has a small predictive relevance, Q Square of 0.15 - 0.35 indicates a model with a moderate predictive relevance and Q square > 0.35 shows a large predictively relevant model. (Chin, 1998). The results of analysis on Table 3 show Q Square's performance of handover and motivation of work are in the category of big predictive relevance

Table 3. Q Square Value

Latent Variable	Q Square	Criteria
Handover Implementation	.531	Big Predictive relevance
Work Motivation	.445	Big Predictive relevance

SRMR Model Assessment

The model is declared perfect fit if the SRMR estimated model is <.08 and the model is stated fit when the estimated value is between .08 and .10. The results of the analysis in the following table show that the estimate value of the model of 0.081 is in the category of fit.

Table 5. SRMR Model Assessment

Component	SRMR	Estimated Model
Saturated Model	.081	Fit
Estimated Model	.081	

Direct Effect

Table 6 described the direct effect among variables. The result found that 1) Working climate has a positive influence on the implementation of the handover (p-value <. 05) and work motivation (p-value <. 05). Another result found that Work motivation has a

positive influence on the execution of the handover (p-value <. 05). Two hypotheses showed that servant leadership has no positive influence on the execution of the handover (p-value <. 05). Servant leadership has a positive and significant influence on job motivation (p-value <. 05).

Table 6. Direct effect

Direct effect	Coefficient	t	P-Value
Working climate has a positive influence on the implementation of the handover	.424	4.113	.000
Working climate has a positive influence on work motivation	.593	6.826	.000
Work motivation has a positive influence on the execution of the handover	.401	4.198	.000
Servant Leadership has no positive influence on the execution of the handover	.065	0.533	.594
Servant Leadership has a positive and significant influence on job motivation	.242	2.558	.011

Indirect effect

Indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). In the indirect path, the influence of work climate on the implementation of handovers through work motivation shows that the work climate has an indirect effect on the implementation of handovers, mediated by work motivation (p-value <. 05).

In the indirect route, the influence of Servant leadership on the implementation of handover through work motivation, a p-value <. 05. Therefore, it can be concluded that servant leadership has an indirect influence on the implementation of handovers, mediated by

work motivation. In this PLS model, work motivation is proven to mediate the indirect influence of servant leadership on handover implementation.

Table 7. Indirect effect

Path	Coefficient	T Statistik	P-Value
Working climate → work motivation → Handover implementation	.237	3.028	.003
Servant leadership → work motivation → Handover implementation	.097	2.627	.009

Coefficient of Determination

The coefficient of determination can be seen from the Adjusted R Square value. This value ranges between 0 - 1 or can also be interpreted in the form of a percent (0 - 100%). The greater the coefficient of determination, the greater the endogenous variance explained by the exogenous, while a small coefficient of determination indicates that the influence of the exogenous on the endogenous is still low, this is because there are still quite a lot of factors outside the exogenous that can influence the endogenous.

The results of the analysis show that the adjusted R square value of the handover implementation variable is .648. This shows that 64% of handover implementation is influenced by Servant leadership, work climate and work motivation variables, while the remaining 35.2% of handover implementation variables are influenced by other factors.

The work motivation variable has an adjusted R square value of .567. Thus, work motivation is influenced by servant leadership variables, work climate and handover implementation, while the remaining 43.3% is influenced by other factors.

Table 8. Coefficient of Determination

	R Square	R Square Adjusted
Handover implementation	.662	.648
Working motivation	.589	.567

DISCUSSION

Influence of servant leadership, work climate and work motivation on handover implementation simultaneously

The results of statistical tests concluded that servant leadership, work climate and work motivation simultaneously influence the implementation of handover. The work motivation variable is an intervening variable that can mediate the influence of servant leadership variables and work climate on the implementation of handover. Servant leadership is an approach that focuses on leadership from the perspective of the leader and his behavior. Servant leadership emphasizes that leaders pay attention to the concerns of their followers, empathize with them, and coach them (10).

Work climate is an employee's perception that will influence a person's behavior regarding the quality of the organization's internal environment. According to Sohail, et.al (11), work motivation is a driving force for someone to do their job better, it is also a factor that makes the difference between success and failure in many things and is an emotional energy that is very important for a new job.

Implementing a handover is a work behavior with the aim of conveying information and patient safety. It was consistent with a previous study (12) which states that simultaneously the influence of the leader leadership style and interpersonal communication has a positive effect on employee motivation. Another study states that the servant leadership style has a significant effect on work motivation, the servant leadership style has a significant effect on employee performance, the work environment has a significant effect on work motivation, the work environment has a significant effect on employee performance, work motivation has a significant effect on employee performance (13).

The Influence of Servant Leadership on Work Motivation

The results of this study showed the influence of servant leadership on work motivation. The better servant leadership is implemented, the more employee work motivation will increase. This is in accordance with what was written by Wong et al, which

states that servant leadership focuses on fostering intrinsic motivation through inspiring workers to believe in their own growth and in the vision and goals of the organization (14). Another study mentioned the role of values in servant leadership as an important part of every individual's soul because they are the fundamental thoughts that motivate human behavior. In building a patient safety culture, leadership is one of the behavioral factors in the Total Safety Culture model. Apart from that, active involvement of organizational members is also needed in the form of work motivation (15).

It was in line with a study conducted by Su et al., which states that servant leadership can increase innovative service behavior and employee intrinsic motivation. Meanwhile, employees' intrinsic motivation also mediates the influence of servant leadership on their service innovative behavior (16). In addition, this mediation relationship depends on the moderating role of individual identification with the leader in the path from servant leadership to individual intrinsic motivation. Gulo et al. stated that servant leadership has a significant effect on work motivation (12).

The Influence of Work Climate on Work Motivation

The results of this study indicate that work climate has a significant effect on nurses' work motivation. A good work climate can support good employee performance. A previous study mentioned that work climate is represented as a condition where employees feel safe, calm and comfortable in carrying out their work and can increase motivation and have an impact on the work environment. A conducive work climate can create a feeling of security and comfort for employees, which ultimately results in a good perception of the work environment. This will have a direct impact on work motivation through intrinsic motivation (17).

The Influence of Work Motivation on Handover Implementation

The results of this research show that work motivation influences the implementation of handovers. The higher the employee's work motivation, the better the handover will be implemented. This is in

accordance with what was written by Sohail, et.al (2019) who stated that work motivation is a driving force for someone to do their job better and is emotional energy which is very important for a new job (11). A study mentioned that motivation can encourage someone to do work. In implementing a handover, work motivation is needed to produce behavior and performance with results according to the desired standards (18).

It was in line with a previous study which stated that there is a significant relationship between work motivation and the implementation of handover (19-20). Another study stated that there is a relationship between work motivation and nurse performance with nursing records (21).

The Influence of Servant Leadership on Handover Implementation

The results of this research indicate that servant leadership has no effect on the implementation of handover. Servant leadership must be able to increase employee work motivation in order to improve handover implementation.

The main goal of a servant leader is to serve and fulfill the needs of others, which optimally must be the main motivation for leadership. Organizations must develop training programs that take time to help leaders develop emotional intelligence, ethical decision making, and skills to empower others. Behavior like this will help leaders develop their followers to reach their maximum potential.

The results of this research indicate that servant leadership has no effect on the implementation of handover. Even though the average index value for the servant leadership dimension is quite high, it does not seem to have an impact on the implementation of the handover. This could be because the head of the inpatient unit and emergency room at MM Indramayu Hospital has not received leadership training and some of the heads of the inpatient unit and emergency room are not individuals with high integrity and strong ethics so that their performance does not have an impact on the organization..

It was consistent with a previous study which states that servant leadership has no direct effect on employee performance (22).

The Influence of Work Climate on Handover Implementation

The research results show that the work climate has a significant effect on the implementation of handovers. A good work climate can support the implementation of a good handover. On the other hand, a bad work climate has the potential to reduce handover implementation. It was consistent with a previous study, which states that a good work climate is considered capable of encouraging the survival of an organization. This would encourage employees to be able to adapt to processes within the organization, as well as improve the abilities of individuals, teams and every party involved in an organization (18).

It was in line with a previous study research conducted by Permatasari & Ratnawati, (23) which states that there is a significant relationship between work climate and employee performance. Damanik et al., (2019) stated that the results of statistical tests

showed that there was a relationship between organizational climate and the performance of Imelda Hospital nurses.

CONCLUSION

Work motivation plays a vital role in the success of handovers. When team members are motivated and engaged, they are more likely to take ownership of their tasks and be committed to delivering high-quality results. Servant leadership and a positive organizational climate can both contribute to increased work motivation, leading to better handover outcomes.

The integration of servant leadership, organizational climate, and work motivation is essential for the effective implementation of handovers. By fostering a culture of trust, inclusivity, and empowerment, organizations can ensure that handovers are executed efficiently and effectively, leading to improved performance and better outcomes

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