

The mediating role of job satisfaction on the relationship between servant leadership and work performance in the context Philippine Army

Ian Z. Hermosura

ian.z.hermosura@gmail.com

Poblacion, Makilala, North Cotabato, 9401, Philippines

Abstract

The Philippine Army (PA) is focused on improving work performance as part of its broader modernization efforts, outlined in the PA Transformation Roadmap (ATR), which aims to create a world-class army by 2028. A study was conducted on 377 officers and key non-commissioned officers (NCOs) deployed in the field to explore the relationship between servant leadership, job satisfaction, and work performance. Using a nonexperimental quantitative approach, the study employed descriptive-correlational methods and statistical analyses, including Pearson correlation, linear regression, and the Sobel z-test, to assess the data. The findings revealed a strong presence of servant leadership traits, contributing to significant work performance and job satisfaction improvements. The Sobel z-test showed a significant and incomplete, mediation effect of job satisfaction on the relationship between servant leadership and work performance. Additionally, job satisfaction substantially impacted the work performance of officers and critical NCOs stationed in remote areas, reinforcing the strong correlation between servant leadership and work performance.

Keywords: *PA Transformation Roadmap; officers and critical NCOs; servant leadership; job satisfaction; work performance; descriptive-correlational design.*

1. Introduction

Modern organizations exhibit a strong capacity to adapt and respond effectively to environmental and operational changes. Both public and private sector organizations continuously adjust their strategies to navigate challenges and achieve their objectives. Adaptability has become a crucial factor for organizational success, enabling institutions to enhance efficiency, innovation, and overall performance (Abubakar et al., 2021; Hanelt et al., 2021). In line with this, the Philippine Army (PA), a key component of the Armed Forces of the Philippines, has embarked on a transformative journey to modernize its organizational structure and operational capabilities. The PA initiated a series of institutional reforms to improve efficiency, strategic readiness, and mission execution. As part of its long-term vision, the organization aims to evolve into a globally recognized, adaptable, and highly skilled force by 2040, capable of effectively managing diverse and complex missions (Agoncillo, 2022; Philippine Army, 2021). These efforts underscore the importance of continuous transformation and the adoption of modern organizational practices in military institutions. The achievement of this goal primarily relies on the personnel of the Philippine Army (PA). The role of PA staff in the transformation roadmap is vital as they are instrumental in facilitating the achievement of the organization's objectives and vision. Disregarding employee management issues has a substantial impact on worker performance. Examining the organizational circumstances in public administration through implementing servant leadership, work performance, and job satisfaction principles will yield valuable data.

This study aims to ascertain the influence of JS on the relationship between SL and WP among officers and noncommissioned officers in the Philippine Army (PA). The study seeks to assess the prevalence of SL traits within the PA by investigating antecedent conditions, servant leadership actions, and resultant

results. It aims to evaluate the work performance of soldiers in the PA by assessing task performance, contextual performance, adaptive performance, and counterproductive work behavior. The study seeks to assess JS among respondents and evaluate the relevance of the relationships between SL and WP, SL and JS, and JS and WP.

Furthermore, the study aims to determine whether job satisfaction mediates SL and WP's relationship. The research posits that JS significantly mediates the correlation between SL and WP.

Organizational studies have extensively researched job satisfaction, performance, and servant leadership. Nevertheless, most of these studies concentrate on public and private organizations outside the military. There is a widespread assumption that the motivations and attitudes of personnel in the government are comparable to those in the private sector. Public management scholars frequently highlight the distinctions in organizational behavior and motivational characteristics between employees in the public and private sectors. Regrettably, there is a dearth of research on these concepts in the context of military organizations. Except for the studies conducted by RAND on specific aspects of organizational studies in the military, this field of research remains predominantly uncharted.

The need for more research investigating the correlation between JS, WP, and SL, specifically in terms of the role of job satisfaction as a mediator, has sparked interest in the PA despite the abundance of empirical literature.

This research aims to evaluate the impact and importance of organizational management on JS, WP, and SL in military organizations, with a particular emphasis on the local context. It is essential to mention that most previous studies on this subject have predominantly concentrated on both public and private institutions. Furthermore, this study aims to investigate the possible impacts of military organizations on the community.

Finally, this study endeavors to facilitate future research and improve the understanding that military organizations provide a valuable data source for organizational studies. This study holds significant potential in contributing valuable insights to military organizations and the broader domain of organizational studies, given the limited research in this field. The intersection of military organizational structures with business and management studies has drawn scholarly attention due to their shared strategic frameworks, hierarchical efficiency, and operational complexity. While military and business organizations differ in performance assessment and societal impact, they share fundamental similarities that warrant further exploration. Recent research highlights how military and intelligence organizations innovate using structured learning mechanisms, which are also relevant to corporate strategy and leadership (Rietjens, Sinterniklaas, & Brouwers, 2025).

2. Conceptual Framework

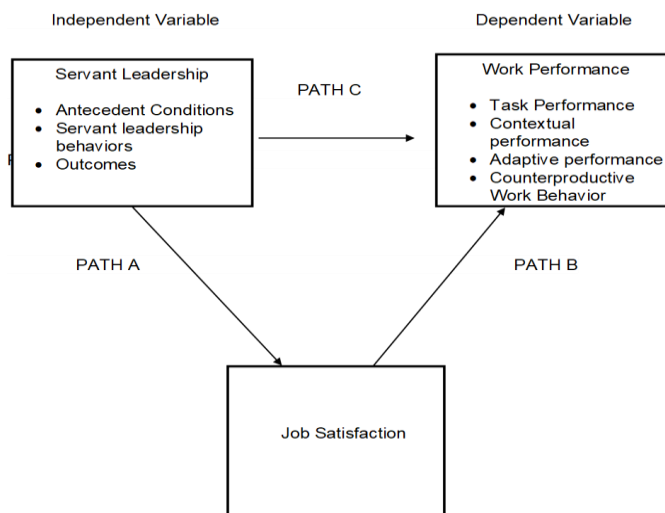


Figure 1. Conceptual model showing the interrelationships among servant leadership and work performance with job satisfaction as the mediating variable

Figure 1 presents a conceptual model that delineates the interrelationships among key factors. Servant leadership serves as the independent variable, incorporating antecedent conditions, servant leadership behaviors, and associated outcomes. Work performance, the dependent variable, remains a critical focus across multiple scientific disciplines and is categorized into four distinct components: task performance, contextual performance, adaptive performance, and counterproductive work behavior. Additionally, job satisfaction acts as the mediating variable, representing an individual's positive emotional and cognitive evaluation of their work experience (Lapointe & Vandenberghe, 2022; Yang et al., 2021; Xu et al., 2020).

3. Methods

Research Respondents

The study population consisted of Philippine Army personnel. Stratified and probability sampling techniques were employed to determine the test size. This approach allowed for the calculation of effect size within each stratum individually, treating them as separate studies to highlight group differences more distinctly (Knapik et al., 2021; Abdul Shakor et al., 2022). Determining an appropriate sample size involves specifying the required level of accuracy, which dictates the permissible margin of error in sample estimates, and assessing the variability in the measured attribute. Accurate sample size determination ensures the reliability and generalizability of research findings by minimizing errors related to statistical power and precision. Recent studies emphasize the role of variability and confidence intervals in ensuring robust sample size calculations, particularly in observational and experimental research settings (Sharma, Mudgal, & Thakur, 2020).

Materials and Instrument

The survey questionnaire was developed based on prior research studies, each examining a different variable. The content was divided into job satisfaction, servant leadership, and work performance. The questionnaire used in this study was developed using validated instruments previously employed in research on workplace dynamics, leadership effectiveness, and employee performance. Recent studies continue to refine these frameworks to enhance their reliability and applicability across diverse organizational settings. Notably, Koopmans et al. (2020) emphasized the importance of multidimensional work performance assessments, while Chiniara and Bentein (2021) expanded on leadership effectiveness scales to measure servant leadership's impact on employee engagement and satisfaction. These studies reinforce the robustness of the measurement tools used in this research. The job satisfaction questionnaire covered multiple facets of PA soldiers' employment, such as their remuneration, prospects for career progression, leadership approach, employee perks, performance-driven rewards, working environment, camaraderie with colleagues, the nature of their tasks, and interpersonal dynamics. The second section of the questionnaire focused on assessing the level of servant leadership by examining the factors that influence it, the behaviors linked to it, and the resulting outcomes. The third section focused on work performance, specifically assessing task performance, contextual performance, adaptive performance, and counterproductive work performance.

The participants' responses to the variables were assessed utilizing a five-point Likert Scale. The following interpretation scale was used for all inquiries:

4.20 – 5.00	Very high	Measures of servant leadership, work performance, and job satisfaction are always manifested and observed.
3.40 – 4.19	High	Measures of servant leadership, work performance, and job satisfaction are often manifested and observed.
2.60 –	Moderate	Measures of servant leadership, work performance, and job satisfaction are

3.39		sometimes manifested and observed.
1.80 – 2.59	Low	Measures of servant leadership, work performance, and job satisfaction should be manifested and observed.
1.00 – 1.79	Very low	Measures of servant leadership, work performance, and job satisfaction have yet to be manifested and observed.

Design and Procedure

The study employed a nonexperimental, descriptive-correlational research design to examine the relationships between variables without manipulating an independent variable. Nonexperimental research is commonly used to assess associations between leadership styles and organizational outcomes without experimental intervention. This approach is particularly effective in analyzing leadership behaviors such as servant leadership in structured environments (Garcia, 2024). Descriptive statistics and Pearson correlation analyses were applied to assess statistical relationships, following recent research methodologies on servant leadership and work performance (Tucker, 2023). Moreover, Harrell (2023) emphasizes the relevance of correlational designs in leadership research, particularly in evaluating leadership effectiveness across hierarchical organizations. By utilizing this research design, the study provides empirical insights into the association between servant leadership, job satisfaction, and work performance in the Philippine Army.

Washington State University indicates that this research method provides descriptive information about groups and determines whether gaps exist between them.

This study examines the conduct of employees within an organization and employs a nonexperimental, descriptive-correlational research methodology. The researcher gathered data at a single moment, employing cross-sectional methods. The research aims to elucidate the correlation between SL, WP, and JS, wherein JS is a mediating factor.

On the mediating factor, JS moderates the correlation between servant leadership (independent variable) and work performance (dependent variable). The researcher can use this to hypothesize that the independent variable's influence on the mediating variable ultimately influences the dependent variable. Simply put, the absence of the mediating variable would render the link between the independent and dependent variables nonexistent. JS is the mediating variable, elucidating the connection between SL and WP.

The Graduate School of Studies Dean approved sending a letter of authorization to the Infantry Battalion Headquarters of the Philippine Army. The purpose of this letter is to survey the officers and noncommissioned officers in the unit. The questionnaire, which underwent prior scrutiny by a research consultant for revisions and feedback and received endorsement from a panel of experts for its reliability and validation, was utilized for data collection. The questionnaires were distributed to the designated areas where the respondents were allocated. The researcher was present to offer elucidation to the respondents if necessary and to observe their work environment directly. If there was a mismatch in the availability of the respondents and the researcher, the respondents were notified that they could reach out to the researcher at any point using the mobile phone number provided in the questionnaire's introduction.

Before the participants filled out the questionnaires, the researcher explained the study's purpose and objectives. The gathered data was subjected to statistical tabulation, analysis, assessment, and interpretation.

Data gathering occurred from September to October 2021.

This research utilized descriptive and inferential statistics. The statistical analysis employed diverse tools, including the computation of the mean, to evaluate the degree of job satisfaction among PA soldiers, servant leadership, and WP. Pearson correlation coefficient (r) was employed to assess the statistical significance of the associations between SL and WP, WP of PA soldiers and JS, and SL and JS. In addition,

Medgraph was employed in conjunction with the Sobel z-test to analyze the moderating effect of JS on PA soldiers regarding the relationship between servant leadership and work performance.

This study adhered entirely to the research ethics mandated by the University of Mindanao's Committee on Ethics. The researcher obtained the necessary documentary prerequisites for the study. The research confirmed that the study's sample obtained initial authorization and consent, ensuring their data privacy rights were adequately protected. The contribution made by responding parties was entirely optional and that they can opt not to participate at any time with no penalty from the study, and that they were not subjected to any harm or risk in any way; privacy and confidentiality and the result was made accessible to them should they wish to receive them; informed consent process; recruitment where participants were selected in coordination with the Battalion personnel officer of the unit and were informed of their participation ahead of time via text message; mitigated risks including but not limited to physical, psychological, and social-economic; benefits in terms of using results as basis for professionalizing the PA personnel; biosafety; plagiarism; fabrication; falsification; no conflict of interest; permission from the unit commanders of the organization where the research was undertaken by writing a formal letter duly signed and endorsed by his research adviser and the Dean of Professional School (PS), University of Mindanao; collection of comparative data was done physically but meetings and coordination between the researcher and adviser were done remotely via cellular calls and electronic mail; and authorship.

4. Results and Discussion

4.1. Level of servant leadership in the Philippine Army

The degree of servant leadership in the Philippine Army is significantly elevated, as evidenced by the mean score of 4.08. When evaluating the three factors of Antecedent Conditions, Servant leadership behaviors, and Outcomes, the characteristics of servant leadership behavior consistently receive a high statistical rating. Furthermore, the items used to evaluate each of the three indicators consistently yielded high scores.

Table 4.1

Level of Servant Leadership Behavior Characteristics

Indicator	SD	Mean	Descriptive Level
Antecedent Conditions	.74	4.08	High
Servant leadership behaviors	.73	4.13	High
Outcomes	.70	4.04	High
Overall	.69	4.08	High

The results can be attributed to the junior officers in the organization adopting non-traditional leadership approaches that deviate from the conventional hierarchical relationship, where decisions are solely made by officers and passed down to non-commissioned officers. Command guidance in the military follows a strict hierarchical structure, whereas the same level of rigidity does not constrain leadership and management. This is evident in the various factors influencing antecedent conditions, behavior, and outcomes.

4.2. Level of work performance of soldiers in the Philippine Army

Table 4.2 demonstrates that the soldiers in the Philippine Army achieved a commendable level of work performance, with an average overall score of 3.91. Contextual performance had the highest average score of 4.08 among the four indicators of WP. Task, adaptive, and counterproductive performance had average scores of 4.07, 4.03, and 3.45, respectively.

Table 4.2

Level of Work Performance

Items	SD	Mean	Descriptive Level
Task Performance	.72	4.07	High

Contextual Performance	.71	4.08	High
Adaptive Performance	.72	4.03	High
Counterproductive Work Behavior	1.05	3.45	High
Overall	.61	3.91	High

Task performance is a critical determinant of an employee's ability to effectively carry out their designated responsibilities. Campbell et al. (2019) define task performance as the execution of job-specific duties that contribute to organizational effectiveness. Similarly, López-Cabarcos, Vázquez-Rodríguez, and Piñeiro-Chousa (2022) emphasize that task performance is directly linked to productivity, work quality, technical competencies, and knowledge acquisition.

In the context of the Philippine Army, personnel demonstrate high levels of task performance, as evidenced by their ability to strategically plan and execute assignments within deadlines, distinguish between critical and non-essential tasks, achieve desired outcomes, and maintain preparedness for missions. Befus and Campion (2020) highlight that in hierarchical and structured organizations, task performance assessments significantly impact overall effectiveness and operational readiness.

Moreover, task performance is frequently equated with overall job performance, given its direct role in achieving organizational objectives. It is influenced by a combination of behavioral competencies, technical skills, and contextual workplace dynamics. Recent research underscores that task performance is essential for structured organizations, including military institutions, where adherence to role-specific duties ensures both individual and collective success (Hassan et al., 2023).

These findings reinforce that task performance remains a critical and measurable component of work performance, particularly in organizations where efficiency, skill, and operational success are paramount.

Contextual performance is crucial as it relates to a specific type of behavior predominantly influenced by an individual's motivation. It includes behaviors that enhance the general operation of the work environment alongside essential technical activities. Due to the job's dynamic nature, the Philippine Army's elevated contextual performance is attributable to its organizational culture, which compels individuals to undertake responsibilities outside their assigned roles. Hence, due to the established organizational culture within the Philippine Army, military personnel must undertake fresh responsibilities upon finishing previous ones, embrace demanding tasks as they arise, remain well-informed about their duties, uphold professional expertise, and devise creative solutions to novel challenges. In addition, they are anticipated to assume supplementary duties, proactively pursue fresh opportunities, and actively engage in meetings and consultations. This includes the expected assumption of responsibilities that surpass the basic skills and abilities outlined in an individual's job description, inspiring them to be creative, take on challenging tasks, and exhibit contextual performance, particularly for individuals designated to work in the field units. Given the organization's hierarchical structure, employees, especially those in lower positions, are expected to exhibit intense concentration and dedication to their work, particularly in tasks that contribute to the organization's overall performance.

Task performance and contextual performance are widely recognized as critical factors in determining overall effectiveness in structured organizations. These performance dimensions are particularly significant in military environments, where personnel are expected to excel in their primary duties while also demonstrating adaptability, professionalism, and competence in supplementary roles. Military effectiveness is not solely dependent on technical proficiency but also on leadership skills and the ability to perform in dynamic and high-stakes situations. Recent research highlights that both task and contextual performance contribute significantly to operational success in military institutions, reinforcing the importance of leadership training and professional development in fostering high-performance teams (Holsting, 2021).

On the other hand, adaptive performance refers to effectively altering work habits and responses to address and fulfil evolving situations and requirements. The skills required for this include staying up-to-date with job-related information, demonstrating flexibility, effectively managing challenging situations and

setbacks in the workplace, bouncing back swiftly from such situations, creating alternative approaches to problem-solving, managing unexpected and ambiguous circumstances at work, and quickly adjusting to changes in the job. These competencies are incorporated into the training program for Army soldiers. These individuals are equipped to demonstrate adaptive performance owing to the demands of their careers, which necessitates regular relocations, collaboration with new colleagues and superiors, and the possibility of varied duties and responsibilities.

For Work performance, Multiple factors affect the military's task performance, contextual performance, and adaptive performance. Military personnel undergo comprehensive training and education in official institutions to enhance their skills and knowledge through blended learning. The training and expertise gained from operational deployments improve their performance in tasks, contextual situations, and flexibility. Moreover, military personnel often complete a compulsory service term of no less than five years, during which they understand their responsibilities, the organization's mission, and their roles in fulfilling organizational objectives. Their tremendous dedication to ongoing service is motivated by their brief tenure with the organization. As a result, they are highly motivated to avoid situations that may jeopardize their military service, including instances of Absence Without Leave (AWOL) or the commencement of legal actions that could hinder their advancement. Furthermore, the Army upholds a hierarchical organizational structure that necessitates subordinate staff to demonstrate exceptional work performance under the mentorship of senior people. Within the organizational culture framework, the military's ever-evolving responsibilities necessitate individuals to engage in diverse activities and strive for outstanding performance.

Conversely, Counterproductive work behavior (CWB) has been observed to coexist with elevated task, contextual, and adaptive performance. This phenomenon aligns with findings suggesting that organizational citizenship behavior (OCB), which is typically associated with enhanced workplace performance, may simultaneously give rise to CWB due to shared underlying mechanisms related to affect and emotional regulation. Employees may engage in both OCB and CWB to counteract workplace dissatisfaction, boredom, or unmet expectations. Research also suggests that employees who feel obligated to participate in OCB, either due to organizational constraints or pressure from supervisors, may develop resentment, leading to increased engagement in CWB. Furthermore, perceived inequity in rewards for OCB efforts can foster frustration and counterproductive actions, highlighting the complex interplay between these opposing workplace behaviors (Sypniewska, 2020).

Thus, a high level of counterproductive work behavior can coexist with high task, contextual, and adaptive performance levels. This can be ascribed to the highly challenging work environment, especially for soldiers stationed in field units, focusing more on operational deployments than administrative duties. This subject offers a captivating area for future investigation, as it examines different elements contributing to counterproductive behavior. Spector and Fox elucidated that these factors encompass work-related stress, pressure, and feelings of insufficiently being compensated. Work behaviors in military assignments, especially in the field, can be influenced by the dynamic nature of the work and external factors. Additional studies suggest that counterproductive work behaviors (CWB) should not simply be the antithesis of positive aspects such as OCB or contextual performance factors. Contrarily, CWB consists of distinct elements that stem from specific underlying factors and influences. Research has demonstrated that while CWB and organizational citizenship behavior (OCB) are often perceived as opposing constructs, they can coexist due to shared psychological and emotional regulation mechanisms. The relationship between these two behaviors remains complex, with certain dimensions of OCB positively correlating with specific forms of CWB. Given these complexities, researchers emphasize the importance of measuring OCB and CWB separately to avoid conflating their distinct motivational drivers and behavioral consequences (Sypniewska, 2020).

The attainment of organizational goals is directly influenced by high levels of job performance among employees. While individual job performance is closely tied to overall company productivity, recent research emphasizes that performance should be assessed based on observed behaviors rather than purely on outcomes. Placing excessive emphasis on outcomes can incentivize employees to prioritize efficiency at the

expense of broader organizational responsibilities, potentially reducing long-term productivity and engagement. Moreover, studies suggest that employee job performance is shaped by workplace conditions, motivation, and behavioral patterns, reinforcing the importance of a balanced evaluation approach that considers both qualitative and quantitative performance metrics (Darmawan & Mardikaningsih, 2020).

4.3. Level of job satisfaction among commissioned and noncommissioned officers

Table 3 displays the degree of job satisfaction among officers and enlisted personnel. The table indicates that the average score is 4.09, suggesting a significant level of job satisfaction based on all 36 item indicators.

Table 4.3

Level of Job Satisfaction Among Commissioned and Noncommissioned Officers

	SD	Mean	Descriptive Level
Job satisfaction level	.67	4.09	High

The results of the job satisfaction (JS) assessment, which evaluated multiple factors including salary, promotions, benefits, recognition, workplace relationships, fairness, role clarity, communication, and leadership, revealed a significant level of employee satisfaction. Job satisfaction is a critical factor that plays a central role in motivating employees and enhancing their performance. Work motivation is also a key determinant of organizational behavior, influencing engagement, retention, and productivity. These findings align with prior research suggesting that measuring JS serves as a reliable indicator of employee performance. Employees who report higher levels of job satisfaction are more likely to exhibit positive emotional and mental well-being, which in turn leads to increased organizational commitment, lower turnover rates, and greater job performance (Riyanto, Endri, & Herlisha, 2021). The correlation between satisfaction and performance remains a contention, with some proponents asserting that satisfaction results in improved performance.

While some scholars argue against the direct link between job satisfaction (JS) and organizational performance, recent research supports the notion that high levels of JS among military personnel contribute to operational success. Officers and non-commissioned officers in the Philippine Army demonstrate considerable job satisfaction, as reflected in the strong performance of military field units and the achievement of objectives outlined in transformation scorecards. This suggests that when military personnel experience job satisfaction, the likelihood of accomplishing organizational goals increases, reinforcing commitment to the institution's mission and objectives. Studies further indicate that job satisfaction is a crucial determinant of engagement, motivation, and overall effectiveness in structured organizations, particularly in high-stakes environments like the military (Othman, 2019).

4.4. Correlation between variables (servant leadership-work performance, servant leadership-job satisfaction, and job satisfaction-work performance)

The data in Table 4.4 exhibits significant correlations among the variables, supporting the conclusion regarding the null hypothesis. This conclusion asserts that no correlation exists between SL and WP, SL and JS, and JS and WP.

Table 4.4

Correlation Between Variables.

Paired Variable	Correlation Value	P-value	Decision H₀
Servant leadership-work performance	.835** ** significant @.01	≤ 0.05	<i>Reject</i>

Servant leadership-job satisfaction	807** ** significant @.01	≤ 0.05	<i>Reject</i>
Job satisfaction-work performance	.832**	≤ 0.05	<i>Reject</i>

The Pearson correlation analysis demonstrated a statistically significant positive correlation ($r=.835$, $p<0.05$) between servant leadership and work performance. This conclusion is corroborated by prior research, demonstrating a positive correlation between servant leadership and work performance (Gašková, 2020; Pakpahan et al., 2021).

Furthermore, the data indicates a strong and statistically significant positive correlation ($r = .807^{**}$) between servant leadership (SL) and job satisfaction (JS). A p-value below 0.05 supports the rejection of the null hypothesis (H_0), reinforcing the validity of this relationship. These findings align with previous research demonstrating that SL fosters employee engagement, motivation, and overall job contentment. Studies further emphasize the importance of SL in military organizations, where leadership styles significantly impact personnel satisfaction and commitment. Research also suggests that SL enhances workplace morale by prioritizing the needs of employees, ultimately leading to improved job performance and organizational effectiveness (Bahmani & Teimouri, 2021).

The correlation analysis indicates a strong and statistically significant positive relationship ($r = 0.832$) between job satisfaction (JS) and work performance (WP). A p-value below 0.05 supports the rejection of the null hypothesis (H_0), reinforcing the premise that JS has a considerable influence on WP. This finding aligns with previous studies, which highlight how increased job satisfaction contributes to enhanced job performance, motivation, and organizational commitment. In military settings, improving job satisfaction among personnel directly impacts their work efficiency, operational readiness, and overall mission success. Recent research further substantiates that JS plays a pivotal role in shaping workplace productivity and long-term organizational outcomes (Suárez, Hernández-Varas, & Encinas, 2019).

These findings confirm that when companies adopt and promote positive servant leadership, employees will demonstrate exceptional work performance and enjoy high levels of job satisfaction. Similarly, employees place great importance on positive work performance when cultivating and adhering to principles that promote JS.

4.5. Significant mediation of job satisfaction on the connection between servant leadership and work performance

Table 4.5 evaluates the mediating role of job satisfaction (JS) in the relationship between servant leadership (SL) and work performance (WP). Although there is no universally accepted definition or comprehensive theory of mediation, existing research suggests that mediation effects can be assessed through various statistical approaches. To ensure methodological rigor, further mediation analysis is required to achieve triangulation and confirm these findings. The mediation test in this study aligns with established conceptual frameworks that identify essential conditions for a variable to function as a mediator. Recent studies further support the role of JS as a mediator in leadership-performance relationships, highlighting its significance in enhancing employee motivation and organizational effectiveness (Kadariusman & Bunyamin, 2021; Robani & Alahbabi, 2023; Zargar, Sousan, & Farmanesh, 2019).

The main goal of the initial test is to determine whether or not there is a mediating effect. The primary stages approach analysis will be terminated if the outcome is not statistically significant. Complete mediation refers to the situation where the influence of the IV on the DV becomes statistically irrelevant during the analysis. These findings indicate that the mediating variable is responsible for all observed effects. Additionally, if the regression coefficient experiences a significant decrease in the final phase but remains

statistically significant, it suggests that only a partial amount of mediation has been achieved. This implies that while the primary variable (MV) impacts certain aspects of the independent variable (IV), other components are directly affected or influenced by variables not considered in the model. Therefore, partial mediation was used because the impact remained significant.

A mediator variable serves as an intermediary mechanism through which an independent variable influences a dependent variable. In this study, job satisfaction (JS) functions as a mediator, explaining the relationship between the predictor, servant leadership (SL), and the dependent variable, work performance (WP). Mediation analysis is critical in understanding complex relationships between workplace behaviors and leadership models. Contemporary research highlights that JS plays a crucial role in shaping the effectiveness of leadership styles, influencing motivation, employee engagement, and workplace productivity. Recent studies further validate the mediation effect of JS, emphasizing its impact on leadership effectiveness and employee performance outcomes (Kadariusman & Bunyamin, 2021; Pradhan, Panda, & Jena, 2022; Robani & Alahbabi, 2023).

According to the table, the third variable satisfied three constraints. It served as a mediator in work satisfaction. These steps are classified as Steps 1 to 4. The first step of the analysis demonstrates that the behavioral traits associated with servant leadership significantly influence job satisfaction, mediated at a significance level of 0.05. In the second stage, the behavioral characteristics of servant leadership exhibit a significant predictive relationship with work performance, with a p-value less than 0.05. During step 3 of the analysis, it was found that JS substantially influenced the relationship between WP and the Philippine Army. The significance level was determined to be 0.05. Given the importance of the three steps (Paths A, B, and C), performing additional mediation analysis is necessary.

Table 4.5

Significant Mediation of Job Satisfaction on the Relationship Between Servant Leadership and Work Performance

			Estimate	SE.	CR.	P	Label
JS	<---	SLBC	.790	.030	26.532	***	par_1
WP	<---	SLBC	.413	.037	11.129	***	par_2
WP	<---	JS	.408	.038	10.774	***	par_3
SLBC			.473	.034	13.711	***	par_7
e1			.158	.011	13.711	***	par_8
e2			.085	.006	13.711	***	par_9

Figure 2 depicts calculating the mediation test's effect size, which involves considering three variables. The effect size quantifies the degree to which the indirect path influences the association between the characteristics of servant leadership behavior and job performance.

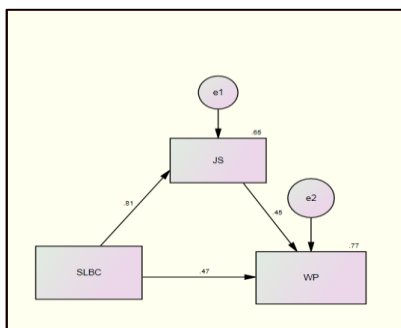
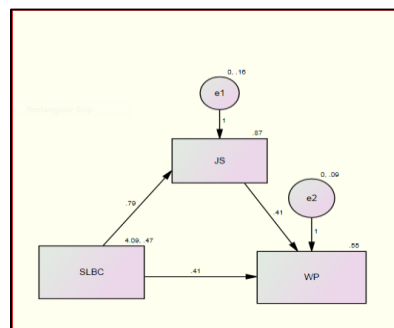
Standardized Estimates*Unstandardized Estimates*

Figure 2. Path diagram for the regression model

The image demonstrates that the cumulative impact size is 0.835, the sum of the direct effect (0.47) and the indirect effect size (0.365), obtained by multiplying Paths B and C. The ratio index, calculated by dividing the indirect effect by the total effect, yielded a value of 0.436. This suggests that approximately 43 percent of the total impact of the IV on the DV is influenced by the mediator variable. In contrast, more than 57 percent of the total effect is influenced by factors not accounted for in the model, either directly or indirectly.

The findings suggest that JS partially influences the relationship between SL and WP. Given that it is a partial mediation, it is not feasible to assert that job satisfaction is the exclusive factor that can be influenced by servant leadership behavior about work performance. It suggests that job satisfaction is just one variable that can be affected by the behavior of servant leadership and can impact WP. This research substantiates the findings of Rawashdeh et al. (2020) by demonstrating the significant role of JS as a mediator in the relationship between transformational leadership and employee performance. This study proves the association between transformational leadership, work happiness, and employee performance. This study contributes to the little literature regarding the mediating effect of job happiness in the relationship between SL and WP.

This research aimed to increase comprehension of potential mediating elements in the connection between SL and WP. Furthermore, the researchers investigated job satisfaction as a potential mediating variable in understanding the effect of SL on WP. The findings indicated that there was complete mediation. Furthermore, the study revealed significant direct impacts that could enhance existing research on SL and WP.

Thus, this study aligns with research suggesting that job satisfaction (JS) is not solely dependent on employee recognition but also on tangible incentives, workplace relationships, and the fulfilment derived from goal attainment. Job satisfaction is a multidimensional construct shaped by employees' psychological states, workplace attitudes, and overall work-life balance. Recent studies highlight that tangible and non-tangible incentives significantly impact job satisfaction, contributing to motivation, engagement, and long-term commitment within organizations. Employees who experience positive workplace interactions and perceive fairness in rewards are more likely to exhibit higher job satisfaction, leading to improved performance and organizational loyalty (Isa, Bhandari, & Senathirajah, 2024).

The personnel of the Philippine Army exhibit a notable level of job satisfaction, which in turn contributes to favorable organizational outcomes. This encompasses enhanced efficiency and concentration in the workplace, thereby facilitating the attainment of organizational goals. In addition, employees acknowledge the excellence of their work and demonstrate positive conduct. Additionally, they experience a sense of contentment in their work, resulting in increased allegiance to the organization.

This agrees with research emphasizing the strong association between job satisfaction (JS) and positive organizational outcomes. Job satisfaction plays a crucial role in enhancing employee engagement, motivation, and performance. It serves as a primary predictor of workplace behavior and is linked to increased organizational commitment, reduced absenteeism, and improved productivity. Recent studies confirm that JS is influenced by a combination of intrinsic and extrinsic factors, including recognition, workplace relationships, goal achievement, and fair compensation. Furthermore, research highlights that satisfied employees tend to remain with their organizations for extended periods, demonstrating higher motivation, lower turnover rates, and greater organizational commitment. Measuring JS effectively can provide valuable insights into workforce dynamics, helping organizations create environments that foster long-term employee engagement and performance (Manalo, de Castro, & Uy, 2020).

The assessment of antecedent conditions, servant leadership behaviors, and outcomes determine the level of servant leader behavior characteristics exhibited by officers in the Philippine Army. A high level implies that the organization deviates from traditional military hierarchical management practices. Officers are given independence to guarantee the achievement of objectives. Implementing the Philippine Army Transformation Roadmap has resulted in officers embracing servant leadership. This leadership style seeks to

make constructive contributions to the organization, in line with the roadmap's emphasis on professionalism, competence, collaboration with stakeholders, and partnership.

This study supports the findings of Sawan et al. (2020), which suggest that leadership behavior significantly impacts overall organizational performance and the successful attainment of strategic objectives. Additionally, it aligns with the research of Sarwar, Cavaliere, and Ammar (2021), which demonstrates that leadership style plays a crucial role in shaping workplace dynamics and fostering organizational success. Furthermore, recent studies indicate that cultivating a servant leadership (SL) culture enhances employee morale, satisfaction, and retention by promoting a supportive and people-centered work environment. Officers who exemplify SL acknowledge their responsibility to nurture and empower subordinates, thereby enhancing both individual effectiveness and overall organizational advancement. This notion is further emphasized in recent literature, which highlights SL as a leadership approach that strengthens commitment, engagement, and ethical workplace behavior (Zia, Naveed, Bashir, & Iqbal, 2022; Ngah, Abdullah, & Omar, 2022).

Overall, the work performance results demonstrate that both officers and non-commissioned officers exhibit a strong level of motivation, indicating their effectiveness in fulfilling their duties and responsibilities. Consequently, they can make substantial contributions to the organization's overall accomplishments.

These findings align with contemporary research that underscores the importance of prioritizing behaviors over outcomes when evaluating work performance. Recent studies emphasize that performance assessment should focus on observable behaviors rather than relying solely on output as a measure. This approach ensures that employee contributions align with organizational objectives, enhancing overall productivity and efficiency. Moreover, behavioral-based performance evaluation facilitates a more comprehensive understanding of employee effectiveness, allowing managers to identify and address the underlying factors that impact workplace performance. By implementing behavioral assessment strategies, organizations can foster a culture of continuous improvement and sustainable productivity (Ramos-Villagrasa & Barrada, 2019).

Through analyzing the correlation between SL and JS, it can be deduced that the military's adoption of servant leadership results in personnel exhibiting positive behaviors in their job performance.

These findings substantiate the strong correlation between job satisfaction (JS) and positive organizational outcomes. Recent research confirms that servant leadership (SL) fosters employee satisfaction, engagement, and commitment, significantly impacting workplace morale and productivity. Howladar and Rahman (2021) found that SL enhances organizational citizenship behavior, with job satisfaction and commitment acting as key mediating factors. Additionally, Christianto (2021) identified a direct link between SL and employee engagement, emphasizing JS as an essential intervening variable. Other studies highlight that organizations implementing SL principles witness increased work satisfaction and motivation, which, in turn, leads to heightened work commitment and performance (Dami et al., 2022; Hasanuddin & Mustainah, 2021). These findings further reinforce the notion that SL is a crucial leadership approach for cultivating a positive and committed workforce.

The correlation between job satisfaction (JS) and work performance (WP) holds significant importance for military personnel, as it directly influences their ability to efficiently execute tasks and achieve organizational goals. Recent research highlights that increased job satisfaction among military personnel leads to enhanced performance, motivation, and operational effectiveness. Studies indicate that JS positively affects job commitment, productivity, and overall mission success in structured and high-pressure environments such as the military. Furthermore, leadership approaches that prioritize employee well-being and satisfaction have been shown to improve work performance, reinforcing the essential role of job satisfaction in driving organizational success (Kılıç & Uludağ, 2021; Bano, Kausar, & Riaz, 2020). The findings suggest that integrating unorthodox military leadership styles, such as servant leadership (SL), may positively influence work performance and improve overall organizational effectiveness. Recent research indicates that SL fosters a work culture centered on employee well-being, empowerment, and ethical leadership, which significantly enhances motivation, engagement, and productivity. Studies show that SL is effective in high-structure

environments like the military, where leadership approaches directly impact operational success and personnel performance. Furthermore, SL principles, including leader-member exchange, participatory decision-making, and personal development, contribute to improved morale and sustained work commitment among military personnel (Bahmani & Teimouri, 2021; Bieńkowska et al., 2022).

Regarding the mediation effect, job satisfaction is a mediator between SL and WP, signifying its influence on their relationship. This research offers empirical data that validates the relationship between JS, SL, and WP, aligning with the results of Rawashdeh et al. (2020).

5. Conclusion and Recommendation

The research reveals that both male and female personnel of the Philippine Army show elevated job satisfaction, embody characteristics of servant leadership, and demonstrate robust work performance. The research indicates a favorable association among servant leadership, job satisfaction, and work performance. This link indicates that these characteristics contribute to favorable results for the company. It is essential to either preserve or improve current practices. Further investigation is required to validate these preliminary results about the impact of organizational characteristics on military entities. Military companies must focus on augmenting job happiness, increasing work performance, and adopting servant leadership to foster productivity and enhance the work environment.

Moreover, to improve understanding of the influence and significance of organizational management on factors such as job satisfaction, work performance, and servant leadership within military organizations, it is advisable to do further research or duplicate a similar study. Academic academics are advised to undertake such studies since they can provide significant data and insights beneficial to military organizations and the discipline of organizational studies. This study seeks to investigate the limited research on the impact of JS on the relationship between SL and WP. It provides an impartial and quantifiable analysis within a military work environment. The study demonstrates that JS plays a beneficial role in moderating the impact of SL on WP, which contradicts the study's original hypothesis. Given the dearth of current literature on this subject, additional research is warranted to examine the mediating need for more job satisfaction on both variables. Replicating the research is essential to confirm the first results and determine their applicability to military and non-military organizations.

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