
Literature Review of Improving Working Environment Through Servant Leadership Principles to Reduce Employee Turnover: A Case Study of PT Windblow

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ABSTRACT

Employee turnover remains a critical challenge for organizations, particularly in the healthcare sector, where service quality is directly linked to workforce stability. This study examines the role of servant leadership in fostering a supportive work environment to mitigate employee turnover at PT Windblow, a Sleep & Respiratory Care service provider in Indonesia. This research contributes novel insights by exploring the application of servant leadership principles in reducing turnover within Indonesian healthcare services, an area that remains underexplored in existing literature. Through a combination of secondary data analysis and exit interviews, key factors influencing turnover were identified, including leadership effectiveness and workplace culture. The research highlights how servant leadership principles, such as employee empowerment, ethical behavior, and professional development, contribute to enhanced job satisfaction, engagement, and retention. By implementing structured leadership interventions and workplace improvements, organizations can create a sustainable work environment that not only reduces turnover but also improves overall performance. This study contributes to the growing body of knowledge on leadership strategies in healthcare services and underscores the importance of people-centric leadership for long-term organizational success.

KEYWORDS *Servant Leadership, Employee Turnover, Workplace Environment, Healthcare Management*



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INTRODUCTION

Employee turnover in healthcare organizations presents unique challenges due to the critical nature of service delivery and patient care quality (Brar, 2025). While servant leadership has been extensively studied in various organizational contexts, its application in Indonesian healthcare services remains underexplored, particularly regarding its potential to address turnover issues. This research gap is significant because Indonesian healthcare

organizations face distinct cultural and operational challenges that require tailored leadership approaches.

PT Windblow is a Sleep & Respiratory Care service provider, offering business solutions to hospitals, sub-dealers, and therapy management to patients with a cozy therapy center setup in the south of Jakarta, Indonesia. PT Windblow aims to be the leader in Sleep & Respiratory Care in Indonesia, working alongside Key Opinion Leaders and conducting workshops and training sessions to create higher awareness of *SRC* among doctors. It is led by a clinical principal from Singapore, who is an RPSGT with 26 years of experience, with additional remote support from a team of RPSGTs from Singapore.

PT Windblow has achieved a 95% success rate over the last three years in helping new CPAP users adapt to the therapy. PT Windblow conducts regular workshops and webinar sessions with doctors on clinical education, as well as training sessions in hospitals and clinics. Established in 2019 in South Jakarta, Indonesia, PT Windblow proudly launched the first CPAP Therapy Management Centre and Showroom for Respiratory Equipment. As a pioneering service provider in sleep and respiratory care, our vision is to become a leading and trusted provider of home respiratory medical devices. Our mission encompasses providing high-quality home sleep and respiratory health products, experienced patient therapy services, competitive pricing, and fostering growth opportunities for health professionals.

The growth and sustainability of any company are greatly affected by its capacity to effectively manage, retain, and attract its human capital. As shown by Figures 1, the employees have experienced an ongoing rise in total numbers from 2021 to 2023, with the end-of-year employee tally increasing from 25 in 2021 to 35 in 2023. This growing trend suggests that the company is capable of increasing its workforce in accordance with its business goals. However, turnover data demonstrate that this expansion is also accompanied by major difficulties in employee stability.

The turnover rate has increased considerably, surpassing 20% in 2023, despite the increase in the total number of employees, as shown in Figure 2. This upward trend in attrition underscores the challenges associated with retaining employees, which may result from various factors such as job satisfaction, organizational culture, or competitive external opportunities.

Additionally, as shown in Figure 3, the company has increasingly depended on recruitment to compensate for resignations, with new recruits surpassing resignations each year. This suggests a potential gap in the organization's ability to retain existing employees as well as attract new talent.

To find the reasons why employee turnover occurs, exit interviews are conducted for each employee who wishes to resign. These exit interviews use an open-ended discussion approach and focus on several issues including working environment, leadership effectiveness, and professional growth opportunities. Every manager should keep the results of these discussions as

material for company evaluation. From these interviews, it was found that leadership and work environment were two issues that were consistently raised each time. The most common reason cited was that employees often felt their contributions were unvalued and that they did not see a clear vision from their managers.

Academic justification for this study stems from the limited research on servant leadership applications in Indonesian healthcare contexts. While leadership behavior has been identified as a top factor in employee turnover globally (Otto, 2017), the specific mechanisms through which servant leadership can address these challenges in healthcare services require further investigation. Employee engagement and retention are significantly influenced by the interlinked nature of leadership and the work environment. Canavesi and Minelli (2021) argue that servant leadership develops a positive organizational environment, which in turn improves employee empowerment, job satisfaction, and collaboration among employees. However, empirical evidence from Indonesian healthcare organizations remains limited, creating a significant research gap that this study aims to address.

The establishment of a work environment that prioritizes employee well-being, career development, and psychological support is a promising approach to mitigating employee turnover, as shown by servant leadership. According to Ghahremani et al. (2024), servant leadership builds a "caring psychological climate" in which employees view the company as truly invested in their long-term development and success (Ghahremani, Lemoine, & Hartnell, 2024). This study seeks to explore how these theoretical principles can be practically applied in the Indonesian healthcare context, particularly within specialized service organizations like PT Windblow.

RESEARCH METHOD

This study employs a mixed-method case study approach, combining quantitative analysis of organizational data with qualitative insights from exit interviews. The research design integrates three primary data sources: (1) secondary data analysis of employee turnover statistics from 2021 to 2023, (2) structured exit interviews with departing employees (n=12), and (3) leadership assessment using the Seven-Item Servant Leadership Scale (SL-7).

Sample and Procedures

The case study focuses on PT Windblow's workforce of 35 employees as of 2023. Exit interviews were conducted with all departing employees over a 24-month period (2022–2023), totaling 12 structured interviews lasting 45 to 60 minutes each. The interviews followed a standardized protocol focusing on leadership effectiveness, workplace environment, and career development opportunities.

The leadership assessment component utilized the SL-7 scale administered to current employees and managers (n=28) to establish baseline servant leadership behaviors. The SL-7 was selected for its practical design

and comprehensive coverage of servant leadership dimensions while maintaining survey efficiency.

Data Analysis

Quantitative data from turnover statistics and SL-7 assessments were analyzed using descriptive statistics and correlation analysis. Qualitative data from exit interviews were coded thematically using inductive analysis to identify recurring patterns and themes. Data triangulation was employed to validate findings across multiple sources and ensure a comprehensive understanding of the leadership-turnover relationship.

Studies and research related to servant leadership and *service provider* companies vary widely by context. All of this research is important to provide perspectives for the research that the author conducted.

Table 1. List of previous study and research

Researcher	Title	Description	Findings
(Dierendonck, 2011)	Servant Leadership: A Review and Synthesis	Reviewed the theoretical foundation and key characteristics of servant leadership, emphasizing empowerment, humility, and stewardship.	1. Defined servant leadership's traits: empathy, humility, ethical behavior. 2. Highlighted its role in fostering trust and empowerment.
(Peng & Chen, 2021)	Servant Leadership and Service Performance: A Multilevel Mediation Model	Examined how servant leadership enhances frontline service performance through mechanisms like concern climate and work engagement.	1. Identified concern climate and work engagement as mediators. 2. Showed the positive impact on employee service performance.
(Wang, Xu, & Liu, 2018)	Servant Leadership as a Driver of Employee Service Performance: Test of a Trickle-Down Model and Its Boundary Conditions	Explored how servant leadership cascades through organizational levels to improve service performance, emphasizing the trickle-down effect.	1. Demonstrated the trickle-down effect of leadership. 2. Highlighted conditions under which servant leadership is most effective.
(Li, Liu, Lin, Wei, & Xu, 2021)	How and When Servant Leadership Promotes	Analyzed how servant leadership drives service innovation through	1. Linked servant leadership to employee service innovation.

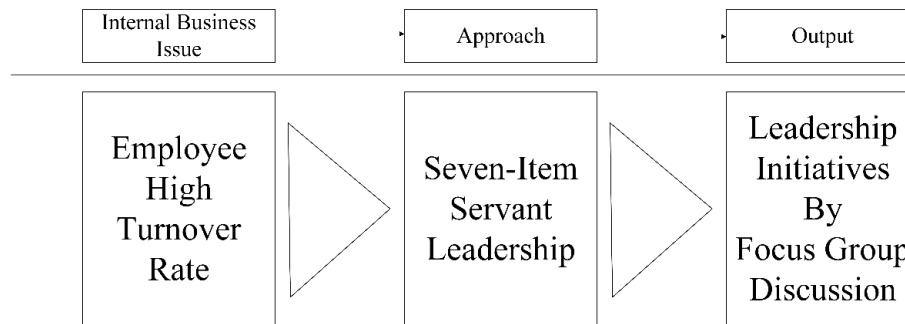
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	Service Innovation: A Moderated Mediation Model	customer orientation and its impact on employee behaviors.	2. Showed how customer orientation mediates leadership effects.
(Zarei, Supphellen, & Bagozzi, 2022)	Servant Leadership in Marketing: A Critical Review and a Model of Creativity-Effects	Reviewed servant leadership's effects in marketing, emphasizing creativity, empowerment, and ethical behaviors.	1. Highlighted servant leadership's role in fostering marketer creativity. 2. Proposed a model linking servant leadership to marketing.
(Langhof & Guldenberg, 2020)	Servant Leadership: A Systematic Literature Review—Toward a Model of Antecedents and Outcomes	Synthesized empirical studies to propose a model of antecedents and outcomes of servant leadership, addressing gaps in research.	1. Identified predictors of servant leadership, such as personal values and ethical orientation. 2. Linked servant leadership to enhanced employee performance and well-being.
(Cotter & McKimm, 2019)	Putting service back into healthcare through Servant Leadership	This article reviews the key concepts of servant leadership and suggests that it should be viewed as a core leadership style for those working in healthcare organizations.	in the healthcare sector, servant leadership is characterized by ethical and compassionate leadership that prioritizes the well-being of patients and employees as it promotes collaboration, integrity, and trust
(Jian, et al., 2022)	Proposing a Robust Model to Reduce Employees' Turnover Intentions in an Ethical Leadership Framework: Empirical Evidence from	this study investigates the relationship between ethical leadership style and turnover intentions in the healthcare context	1. The primary causes of high employee turnover in the healthcare sector 2. A healthcare work environment that is ideal is one that promotes career development opportunities, effective workload

the Healthcare Sector	management, and psychological security.
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Conceptual Framework

Table 2 - Conceptual framework



This conceptual framework shows an organized method to resolving internal business issues that are connected with the efficacy of leadership. The framework concludes in leadership initiatives that improve organizational performance by integrating three critical components: analysis, strategic action, and measurement.

RESULT AND DISCUSSION

Servant Leadership Scale

The Servant Leadership Scale and 360-degree feedback are the main tools used to evaluate leadership behaviors at the beginning of the process. There are several ways to measure Servant leadership, including the Servant Leadership Behavior Scale (SBL-6) developed by Sendjaya et al. (Sendjaya, Sarros, & Santora, 2008), the Seven-Item Servant Leadership Scale (SL-7) developed by Liden et al (Liden, et al., 2015), and also the Servant Leadership Survey (SLS) developed by van Dierendonck and Nuijten (Dierendonck & Nuijten, The Servant Leadership Survey: Development and Validation of a Multidimensional Measure, 2011).

Table 3. Comparison of three recommended measures of servant leadership behavior.

Parameter	Servant Leadership Behavior Scale (SBL-6)	Seven-Item Servant Leadership Scale (SL-7)	Servant Leadership Survey (SLS)
Number of Items	7 / 28	6 / 35	18 / 30

Number of Dimensions	7	6	8
Dimension	Emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically.	Voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, transforming influence.	Empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, stewardship.
Unique theorizing	Holistic aspect of servant followers' development, including spirituality (meaning, purpose).	Include concern towards community and followers' conceptual skills (not just character-and behaviors).	The eight dimensions operationalize the 'leader'-side and the 'servant'-side of servant leadership.

As shown by Table 3, The Seven-Item Servant Leadership Scale (SL-7) is an optimal instrument for evaluating servant leadership because of its practicality, alignment with organizational and community outcomes, concentration on engagement with the community, and an equilibrium of competency and personal dimensions (Eva, Robin, Sendjaya, Dierendonck, & Liden, 2019).

SL-7 underscores the importance of a leader's attention to promoting active member participation in social ventures and generating value for the community. It provides a comprehensive evaluation of leadership by finding a unique equilibrium between competency-based dimensions such as conceptual skills and character-based traits such as ethical behavior. This gives it particularly suitable for research that establishes a correlation between leadership behaviors and organizational or community-related outcomes.

Additionally, the SL-7's brevity—consisting of only seven items—makes it easy to use, thereby reducing respondent exhaustion and facilitating its seamless integration into larger studies without increasing the length of the questionnaire. It is the preferred choice for both research and company assessments due to its practical design, which guarantees reliable results while maintaining efficiency.

Based on literature from Liden (Liden R. C., Wayne, Zhao, & Henderson, 2008), SL-7 has several dimensions as mentioned below:

Emotional Healing—the act of showing sensitivity to others' personal concerns.

Creating Value for the Community—a conscious, genuine concern for helping the community.

Conceptual Skills—possessing the knowledge of the organization and tasks at hand so as to be in a position to effectively support and assist others, especially immediate followers.

Empowering—encouraging and facilitating others, especially immediate followers, in identifying and solving problems, as well as determining when and how to complete work tasks.

Helping subordinates grow and succeed—demonstrating genuine concern for others' career growth and development by providing support and mentoring.

Putting subordinates first—using actions and words to make it clear to others (especially immediate followers) that satisfying their work needs is a priority (Supervisors who practice this principle will often break from their own work to assist subordinates with problems they are facing with their assigned duties.)

Behaving ethically—interacting openly, fairly, and honestly with others.

These dimensions will be used as the basis for the process of collecting and analyzing data.

Comparative Analysis with Prior Research

The findings from PT Windblow's case align with and extend previous research in several key areas. Unlike Wang et al. (2018), who focused on the trickle-down effect of servant leadership in general service contexts, this study reveals how healthcare organizations require more intensive leadership interventions due to the high-stress nature of patient care responsibilities. The results also build upon Zarei et al. (2022), who emphasized creativity-effects in marketing contexts, by demonstrating how servant leadership in healthcare settings prioritizes empowerment and ethical behavior over creative innovation.

The exit interview data revealed patterns consistent with Jian et al. (2022), who identified inadequate leadership and lack of promotion opportunities as primary turnover drivers in healthcare. However, PT Windblow's specific challenges included cultural factors unique to Indonesian healthcare organizations, such as hierarchical communication patterns and limited feedback mechanisms. This finding extends the literature by highlighting context-specific applications of servant leadership principles.

Furthermore, while Cottey & McKimm (2019) advocated for servant leadership as a core healthcare leadership style, the PT Windblow case demonstrates practical implementation challenges, including resistance to change and the need for structured training programs. These insights contribute to the literature by providing concrete evidence of both the potential and limitations of servant leadership adoption in healthcare organizations.

Main Issue Identification and Strategic Intent

Surveys with SL-7 generated data that revealed significant gaps between current leadership practices and servant leadership ideals. Mixed method analysis combining quantitative survey results with qualitative exit interview insights identified three primary areas for improvement: (1) enhanced

emotional healing capabilities among managers, (2) stronger emphasis on employee growth and development, and (3) more consistent ethical behavior in daily interactions.

The gap analysis revealed discrepancies in leadership perception between leaders and employees, with employees rating leadership effectiveness significantly lower than self-assessments by managers. This finding underscores the need for 360-degree feedback mechanisms and structured leadership development interventions.

CONCLUSION

The leadership assessment in this company, based on the SL-7 dimensions, identified critical areas requiring improvement, particularly in emotional healing, employee empowerment, and ethical behavior. The gap analysis revealed significant discrepancies in leadership perception between leaders and employees, highlighting the need for strategies such as 360-degree feedback to bridge this gap and enhance trust and performance.

This case study contributes to the literature by demonstrating how servant leadership principles can be systematically assessed and implemented in Indonesian healthcare organizations. The findings reveal that while servant leadership offers significant potential for reducing turnover, successful implementation requires structured interventions including training programs for skill development, long-term mentorship-based development programs, and self-help techniques that encourage continuous learning and growth.

The research also highlights the importance of cultural adaptation when implementing servant leadership in Indonesian healthcare contexts, where hierarchical structures and communication patterns may require modified approaches to achieve optimal results. Future research should explore the longitudinal impacts of servant leadership interventions and examine cross-cultural variations in implementation effectiveness.

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