



RESEARCH ARTICLE

# Quality of Work Life: The Context of the Influence of Servant Leadership and Psychological Empowerment with Trust Mediation at PT. Yamatogomu Indonesia in Purwakarta

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## Abstract

This study aims to examine the influence of servant leadership and psychological empowerment on the quality of work life with trust as a mediating variable. The research was conducted on employees of PT Yamatogomu Indonesia (YGI). At PT YGI, there are 190 employees, so the sample used consisted of 128 employees, where the sample was taken using the Slovin formula with a margin of error tolerance of 5% or 0.05. The data obtained were then analyzed using partial least square (PLS) with the structural equation model (SEM) technique through the SmartPLS 4.1.1 software to evaluate the validity, reliability, and relationships between variables. The analysis results show that servant leadership significantly affects trust, trust significantly affects quality of work life, servant leadership significantly affects quality of work life, servant leadership significantly affects trust through quality of work life, psychological empowerment significantly affects trust, psychological empowerment significantly affects quality of work life, and psychological empowerment significantly affects trust through quality of work life.

**Keyword:** Servant Leadership, Psychological Empowerment, Quality of Work Life, Trust

## Introduction

In facing the pressures of globalization, technological innovation, and rapid market dynamics, companies are required to not only focus on production efficiency but also on improving the quality of work life (Quality of Work Life - QWL) of their employees. One of the issues that often arises is that employees do not feel satisfied, are stressed, and therefore are not focused while working, resulting in production outcomes that do not meet the company's quality standards and leading to customer claims. This phenomenon not only impacts the company's image and customer trust but also indicates potential internal issues, particularly those related to employee performance, work culture, and quality of work life (Quality of Work Life - QWL). A good quality of life not only encompasses physical and economic well-being but also psychological conditions, interpersonal relationships at the workplace, and the meaning derived from the job itself. Comfort in the workplace becomes an important aspect of the success of employees and the company (Manurung & Setyaningrum, 2023).

The quality of workers' lives becomes the most important factor in a company. PT Yamatogomu Indonesia (PT YGI). PT. YGI is a manufacturing company that produces automotive spare parts, one of the strategic sectors in the supply chain of the automotive and motorcycle industry. Product quality is the top priority because it directly impacts safety, customer satisfaction, and brand reputation. However, in recent years, PT. YGI has experienced an increase in customer claims, whether in the form of complaints about defective products, delivery delays, or specification discrepancies. This phenomenon exerts pressure not only on the production system but also on the human resources, which are the main driving force behind the company's output quality. According to (Hartanti & Muryati, 2022), to make employees comfortable and content within the organization, it is important to pay attention to employee job

satisfaction, which can be observed by considering the quality of work life of the employees themselves.

As a result of employees whose quality of life is poor, causing them to be uncomfortable at work, not meeting work standards, leading to product discrepancies and customer claims. Here is the number of customer claims for the period from January to December 2024 at PT YGI:

**Table 1. Claim Data at PT YGI for the period Januari - December 2024**

Month	Customer Clam Target	Number of Claims (Case)	Claim Rate
January	15	3	0.2%
February	15	0	0.0%
March	15	3	0.2%
April	15	1	0.07%
May	15	3	0.2%
June	15	3	0.2%
July	15	2	0.13%
August	15	1	0.07%
September	15	3	0.2%
October	15	2	0.13%
November	15	1	0.07%
December	15	1	0.07%

Source: processed data, 2025

In the table above, it can be seen that almost every month there are claims from customers totaling 23 claims, which exceeds the target set by the company of 15 claims per year.

The company has the responsibility to maintain the quality of work life and guide its employees to be willing to contribute optimally towards achieving the company's goals. According to (Darmawan & Mardikaningsih, 2021), the quality of work life is not only about employees' opinions, attitudes, and expectations regarding their jobs but also the interpretation of all conditions and the satisfaction of employees' needs, as well as their perceptions of the satisfaction and conditions they experience in the organization where they work.

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Factors that can influence the quality of work life include servant leadership. Servant leadership is a leader who serves and cares for their employees, allowing employees to develop a serving personality and pay attention to their performance. Servant leadership can enhance employee well-being by encouraging and involving employees to take initiative and determine their own work methods. Companies that pay attention to employee well-being and provide opportunities for growth can make them engaged and effective at work (Ardiyanti et al., 2021).

Several researchers have conducted studies on the quality of work life, finding that work life quality, leadership, and perceptions of organizational support have a significant partial and simultaneous impact on organizational commitment. This research was conducted by (Darmawan & Mardikaningsih, 2021).

Servant leadership is a new leadership style that prioritizes serving individuals with the aim of developing other individuals within the organization. In addition, there are many other things that leaders can do to make employees comfortable and content in their organization, such as paying attention to employee job satisfaction, which can be observed by considering the quality of work life of the employees themselves (Hartanti & Muryati, 2022). Because if the organization does not pay attention to the needs and job satisfaction of its employees, it may lose its employees and experience employee turnover. Therefore, the organization must pay attention to the quality of work life of its employees to positively impact their job satisfaction, which in turn affects their loyalty to the organization.

Another factor that influences Servant leadership, according to (Simatupang & Safitri, 2023) is employee performance because it positions a leader who is oriented towards their employees by providing service and attention to them, so that employees can develop a serving personality and pay attention to their performance.

Several researchers have conducted studies on servant leadership in relation to the quality of work life. This research was carried out by (Ardiyanti et al., 2021), who found that servant leadership has a significantly positive effect on the quality of work life. This is supported by (Hartanti & Muryati, 2022), who stated that servant leadership significantly affects the quality of work life. However, this is contradicted by the research of (Eliza & Pratiwi, 2021).

Another factor to enhance employee trust is the need for psychological empowerment. Psychological empowerment is an individual's belief in their job to perform their work based on skills and competencies. With psychological empowerment, it serves as motivation for employees shaped by the work environment, reflecting an individual's active orientation towards their job role (Sari et al., 2024).

Several researchers have conducted studies on servant leadership and psychological empowerment. The research conducted by (Yurika & Rosita, 2022) found that servant leadership has a positive and significant impact on psychological empowerment, supported by researchers (Mega Wandani & Sinto Sunaryo, 2022) who stated that servant leadership significantly influences psychological empowerment. However, in the study by (Sari et al., 2024), a negative impact on psychological empowerment was found.

From previous research on Servant Leadership and psychological empowerment on Quality of Work Life, it was found that some factors do not have an influence and are not significant. However, Servant Leadership and psychological empowerment at PT. Yamatogomu Indonesia need to be improved so that employees have a Quality of Work Life that makes them feel comfortable at their workplace. To strengthen the results of this study, the researcher will add the variable Trust as a mediation between Servant Leadership and psychological empowerment.

Employee trust is the key for an organization to develop; with employee trust, they will also give their best abilities to the company (Susanto, 2022). In leadership, trust plays a role in employee behavior. Trust in leaders has a positive relationship with various outcomes such as performance behaviors and satisfaction (Juliandi et al., 2023).

Research (Susanto, 2022) found that Servant Leadership can have a positive and significant impact on Trust. The positive research results on the influence of trust in leaders on workplace happiness indicate that trust in leaders is important for employee well-being, which is closely related to the emergence of happiness in the workplace (Juliandi et al., 2023). Based on the above description, as well as gaps from several previous studies, the researcher is

interested in conducting an analysis of the ability of servant leadership and psychological empowerment in driving the improvement of quality of work life, with trust as a mediating variable at PT. Yamatogomu Indonesia.

## Literature Review

### Trust

According to (Juliandi et al., 2023), trust is the expectation or positive hope that others will not act opportunistically through words, actions, and policies. Trust can also be defined as a psychological state that encompasses an individual's vulnerability based on positive predictions of others' intentions. Employee trust is also the key for the organization to develop; with employee trust, they will also give their best abilities to the company. The definition of trust (Susanto, 2022) is the feeling that there is no danger from others in a relationship. Trust is related to skills (prediction), meaning that when we can predict that someone will not betray and can cooperate well, our trust in that person is greater. Trust is a cognitive component of sociopsychological factors. And according to (Natalia and Hidayat 2021), trust is the belief held by one person towards another that the latter will be able to meet their expectations.

According to (Natalia & Hidayat, 2021), the factors that influence employee trust are: the structure and culture of the organization, the leadership style of the leader, communication within the team/group, the diversity and characteristics of each member in the team/group, as well as the abilities and personalities of each member of the organization.

Belief can be rational and irrational. Belief provides perspective to humans in perceiving reality, serves as a basis for decision-making, and determines attitudes towards objects of attitude. Indicators of trust according to (Susanto, 2022) are:

1. Employee commitment within the organization aligns with the organization's goals.
2. Loyalty and dedication of employees in supporting the organization's vision, mission, and goals. This commitment is reflected in active involvement and the enthusiasm to contribute to the fullest.
3. Good cooperation is the ability to work collaboratively with colleagues, help each other, respect differences, and together achieve the goals of the team and organization.
4. Being objective in decision-making means making decisions based on data, facts, and rational considerations without being influenced by personal interests, biases, or external pressures.
5. Honesty is an attitude of openness, transparency, and trustworthiness in speaking and acting. Honesty is an important foundation in building personal and organizational integrity. Honesty is an open, transparent, and trustworthy attitude in speaking and acting. Honesty is an important foundation in building personal and organizational integrity.
6. Responsibility is the willingness to accept the consequences of actions or decisions made, as well as to carry out tasks diligently and on time.

### Servant Leadership

According to (Irfan et al., 2021), servant leadership is a leadership style where leaders serve their followers, prioritize their followers' needs, and treat their followers as colleagues. Meanwhile, according to (Eliza & Pratiwi, 2021), servant leadership is a theory that states leaders must serve an organization and possess values such as honesty, courage, and treating employees well. And according to (Sari et al., 2024), servant leadership is a leadership style that selflessly seeks to serve and believes that leaders have the responsibility to serve the employees who work under them.

The first factor that affects performance is servant leadership. Servant leadership is a model of leadership that prioritizes serving others, whether they are employees/company members, customers, or the surrounding community. The practice of servant leadership is characterized by an increasing desire to serve others by taking a comprehensive approach to work, community, and decision-making processes that involve all parties. (Randy, 2022) states that the better the leadership used by a leader, the better the employee performance will be. Leadership performed well by a

leader can motivate employees to work better, making them more careful in striving to achieve the targets expected by the organization, which in turn impacts employee performance. Indicators of Servant Leadership according to (Randy, 2022):

1. Altruistic calling is a sincere drive to help others without expecting anything in return, reflecting a spirit of devotion and concern for others. Action (Altruistic calling) is a sincere urge to help others without expecting a reward, reflecting a spirit of dedication and concern for others.
2. Wisdom is the ability to use knowledge, experience, and intuition in making appropriate and ethical decisions, considering the impact on many parties.
3. Seeking Solutions (Persuasive mapping) is the skill to guide and influence others towards constructive and effective solutions, with a persuasive and empathetic approach.
4. Humility is the attitude of being humble, not feeling superior to others, and being open to feedback. Social spirit (Humility) is an attitude of modesty, not feeling superior to others, and being open to feedback. Leaders with a social spirit appreciate everyone's contributions.
5. Visioner (Vision) is the ability to see far ahead, have grand ideas about the future, and set directions and goals that inspire others.
6. Serving (Service) is the commitment to prioritize the interests of others and serve wholeheartedly, reflecting a servant leadership style.

### Psychological Empowerment

The definition of psychological empowerment according to (Yurika & Rosita, 2022) is psychological empowerment as an increase in intrinsic motivation towards tasks manifested into four elements that reflect a person's orientation towards their work role, namely meaning, competence, self-determination, and impact. Personality traits and organizational practices in psychological empowerment lead to managerial effectiveness in leadership styles and innovative work behaviors. According to (Sari et al., 2024), psychological empowerment is defined as an individual's belief in their ability to perform their job related to skills and competencies. Psychological empowerment is the process of enhancing the self-efficacy of organizational members through the identification of conditions that create incapacity and the identification of strategies to eliminate that incapacity (Kurniawan & Daeli, 2021).

Factors related to psychological empowerment are behavior, activity, concentration, initiative, and flexibility, which will enhance individual performance.

The Psychological empowerment indicator consists of four dimensions, namely:

1. Meaningfulness is defined as the individual's experience when they believe that the work assigned has significant meaning and responsibility.
2. Competence refers to the individual's feelings and abilities in completing tasks.
3. Self-determination is the freedom of individuals to choose the way they complete their work in the manner they prefer.
4. Impact refers to the level of subordinates' belief that the work being done will influence the company's goal outcomes.

### Quality of Work Life

Quality of work life also has an impact on employee engagement and organizational commitment. Quality of work life is the employees' perception of well-being, both physical and mental, when working, as well as their perception of the experiences and atmosphere at the workplace and the effective response given to their needs in developing mechanisms to be fully involved in the decision-making processes that determine their lives at work (Ardiyanti et al., 2021). According to (Eliza & Pratiwi, 2021), quality of work life is a situation where employees are able to meet their needs by working productively within an organization or company. And according to (Hartanti & Muryati, 2022), it is the effectiveness of the organization in responding to employees' needs.

According to (Ardiyanti et al., 2021), the factors influenced by the quality of work life are organizational commitment, employee engagement, Organizational Citizenship Behavior (OCB), job

satisfaction, turnover, psychological well-being, burnout, and employee performance.

One of the objectives of Quality of Work Life (QWL) is to enhance employee job satisfaction with their work (Hartanti & Muryati, 2022) with the following indicators:

1. Growth and development are opportunities for employees to enhance their skills, knowledge, and careers through training, promotions, or new challenges in the workplace.
2. Participation is the active involvement of employees in decision-making, team discussions, or work processes, which enhances a sense of ownership and responsibility.
3. The work environment is the physical and psychological atmosphere of the workplace, including comfort, safety, cleanliness, and interpersonal relationships within the organization.
4. Supervision is the leadership style and support from direct supervisors, including the way they provide direction, feedback, and recognition for work results.
5. Salary and benefits are financial and non-financial rewards given to employees as a form of appreciation for their contributions, including bonuses, insurance, and other facilities.
6. Social relationships are the quality of interactions and communication among coworkers that support collaboration, solidarity, and a positive work atmosphere.

The framework of thought in this research is as described below:

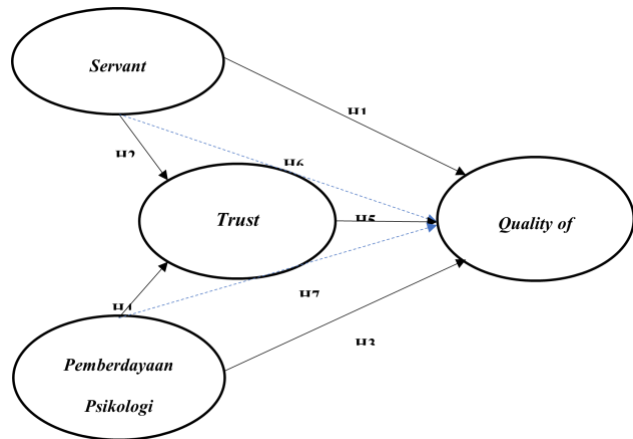


Figure 1. Framework of Thought

The hypothesis of the model built above is as follows:

- H1 : There is a positive and significant influence of servant leadership on the Quality of Work Life at PT Yamatogomu Indonesia. Research conducted by (Ardiyanti et al., 2021) found a significant positive influence of servant leadership on the quality of work life. Similar research was also conducted by (Hartanti & Muryati, 2022) which found that servant leadership has a positive and significant influence on the Quality of Work Life. Research conducted by (Eliza & Pratiwi, 2021) found that servant leadership does not have a significant influence on the Quality of Work Life.
- H2 : There is a positive and significant influence of servant leadership on Trust at PT Yamatogomu Indonesia. Research conducted by (Juliandi et al., 2023) found a significant positive influence of servant leadership on employee trust, and similar research was also conducted by (Susanto, 2022) which found a significant positive influence of servant leadership on employee trust. Research conducted by (Natalia & Hidayat, 2021) found that servant leadership has a positive effect on organizational trust.
- H3 : There is a positive and significant influence of psychological empowerment on Quality of Work Life at PT Yamatogomu Indonesia. Research conducted by (Yurika & Rosita, 2022) found that psychological empowerment has a positive and significant impact on Quality of Work Life, and similar research was also conducted by (Azhari et al., 2023) which found that

psychological empowerment significantly affects Quality of Work Life.

- H4 : There is a positive and significant influence of psychological empowerment on Trust at PT Yamatogomu Indonesia. Research conducted by (Kurniawan & Daeli, 2021) found that psychological empowerment positively affects employee trust, and similar research by (Mega Wandani & Sinto Sunaryo, 2022) found that psychological empowerment has a positive and significant effect on employee trust.
- H5 : There is a positive and significant influence of Trust on Quality of Work Life at PT Yamatogomu Indonesia. Research conducted by (Juliandi et al., 2023) found that trust in leaders has a positive and significant impact on Quality of Work Life. Similar research was also conducted by (Qurbani & Solihin, 2021) which found that trust in leaders has a positive and significant impact on Quality of Work Life.
- H6 : There is a positive and significant influence of servant leadership on Quality of Work Life with Trust as a mediating variable at PT Yamatogomu Indonesia. Research conducted by (Hartanti & Muryati, 2022) found that servant leadership has a positive and significant impact on Quality of Work Life, and similar research was conducted by (Darmawan & Mardikaningsih, 2021) which found that Quality of Work Life significantly affects organizational trust.
- H7 : There is a positive and significant influence of psychological empowerment on Quality of Work Life with Trust as a variable at PT Yamatogomu Indonesia. Research conducted by (Azhari et al., 2023) found that psychological empowerment significantly affects Quality of Work Life. Similar research was also conducted by (Retnowati et al. 2023) which found that psychological empowerment and Quality of Work Life significantly increase employee trust in the organization.

## Method

This research uses a quantitative method, which is a way that involves data in the form of numbers and statistical programs (Ardiyanti et al., 2021). The data collection technique uses observation, interviews, and the distribution of questionnaires. The questionnaires are distributed using a 1-5 Likert Scale measurement. The data collection technique in this study uses the Slovin formula to determine the sample, with a margin of error tolerance of 0.05 or 5%. The total population of this study is 190 employees, so here is the formula:

$$n = N / (1 + N * e^2)$$

$$n = 190 / (1 + 190 * 0.052)$$

$$n = 190 / 1.475$$

$$n = 128 \text{ employees}$$

Based on the sample calculation using the Solvin formula with a population of 190 employees, a total sample of 128 employees was obtained.

This research uses structural analysis methods with a Partial Least Square (PLS) approach through the Structural Equation Model (SEM) technique, namely the outer model which includes convergent validity analysis, reliability analysis, average extracted (AVE), Cronbach's alpha, composite reliability, and the inner model which includes the coefficient of determination, predictive relevance, effect size, path coefficient, and hypothesis testing. This research utilized the SmartPLS version 4.1.1 program.

## Results

### Validity Test

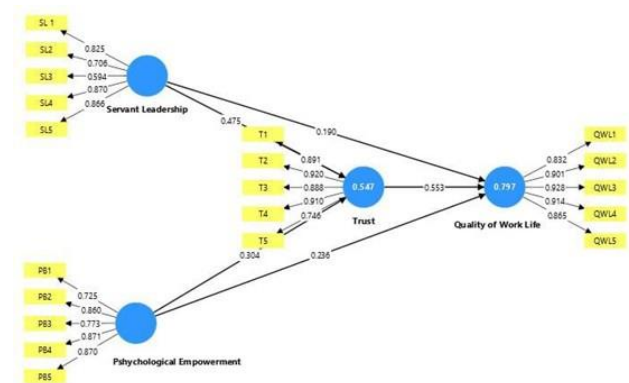
The validity test was conducted on 128 respondents with testing criteria by examining the outer loading values of each indicator from each variable used in each research variable. Validity is met if the outer loading values of each research variable have values greater than or above 0.5, where the data processing was carried out using the SmartPLS version 3.4.1 application.

**Table 2. Tabel Outer Loading**

Variables	Indicator	Outer Loading
Servant Leadership (X1)	SL1	0.825
	SL2	0.706
	SL3	0.594
	SL4	0.870
	SL5	0.866
Pshycholodical Empowerment (X2)	PB1	0.725
	PB2	0.850
	PB3	0.773
	PB4	0.871
	PB5	0.870
Trust (Z)	T1	0.891
	T2	0.920
	T3	0.888
	T4	0.910
	T5	0.746
Quality of Work Life (Y)	QWL1	0.832
	QWL2	0.901
	QWL3	0.928
	QWL4	0.914
	QWL5	0.865

Source: Primary data processed, 2025

**Figure 2. Outer Loading**



Source: Primary data processed, 2025

Based on the outer loading results from the validity test, all results exceed 0.05. Therefore, it can be concluded that all components are declared valid.

### Reliability Test

The reliability test was conducted on 128 research respondents with the criteria for testing the reliability results becoming an index that indicates the extent to which the measurement instrument of the research variable can be trusted. If the value of Alpha Reliability and Composite Cronbach is greater than the r table, then the value is declared reliable.

**Table 3. Table Reliability Test Results**

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Description
Servant leadership (X1)	0.878	0.890	0.912	Reliable

Pshychologic emproweme nt (X2)	0.933	0.937	0.949	Reliable
Trust (Z)	0.833	0.858	0.884	Reliable
Quality of work life (Y)	0.921	0.935	0.941	Reliable

Source: Primary data processed, 2025

### Path Coefficient Results

Hypothesis testing is conducted on the coefficient values of each direction of influence in the form of direct, indirect, and total effects. Hypothesis testing is performed using the t-test, which compares the probability value (sig t) with the research test level. ( $\alpha = 0.05$ ).

**Table 4. Hypothesis Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /ST DEV  )	P Values
Servant Leadership → Quality of Work Life	0.190	0.191	0.089	2.128	0.033
Pshychologic Emprowerment → Quality of Work Life	0.236	0.239	0.089	2.641	0.008
Trust → Quality of Work Life	0.553	0.549	0.066	8.380	0.000
Servant Leadership → Trust	0.247	0.474	0.111	4.290	0.000
Pshychologic Emprowerment → Trust	0.304	0.303	0.109	2.782	0.005
Servant Leadership → Trust → Quality of Work Life	0.263	0.261	0.071	3.704	0.000
Pshychologic Emprowerment → Trust → Quality of Work Life	0.168	0.166	0.062	2.706	0.007

Source: Primary data processed, 2025

### Discussion

The overall value of the hypothesis results in this study can be interpreted as follows: open communication, and justice.

#### Servant leadership towards Trust

In the results of the first hypothesis test, the influence of servant leadership on quality of work life yielded a P value of 0.000. This result is less than 0.05 ( $0.000 < 0.05$ ), meaning it has a significant effect. In conclusion, the servant leadership variable has a significant effect on the trust variable. Therefore, the higher

the servant leadership applied, the higher the level of employee trust in the organization.

This result is relevant to the findings of (Ardiyanti, Hasanati, and Prabowo 2021) which state that there is a significant positive influence of servant leadership on the quality of work life. This result is also relevant to the findings of (Hartanti and Muryati 2022) which indicate that servant leadership has a significant positive influence on the Quality of Work Life.

#### Trust in Quality of Work Life (QWL)

In the results of the first hypothesis test, the influence of Trust on Quality of Work Life produced a P value of 0.000. This result is less than 0.05 ( $0.000 < 0.05$ ), meaning it has a significant effect. In conclusion, the trust variable has a very significant effect on the Quality of Work Life variable. Therefore, employee trust strongly and positively enhances their quality of work life.

This result is relevant to the findings of (Juliandi et al. 2023) that there is a significant positive influence of servant leadership on employee trust. This result is also relevant to the findings of (Susanto 2022) that there is a significant positive influence of servant leadership on employee trust.

#### Servant Leadership on Quality of Work Life (QWL)

In the results of the first hypothesis test, the influence of servant leadership on quality of work life yielded a P value of 0.033. This result is less than 0.05 ( $0.033 < 0.05$ ), meaning it has a significant effect. In conclusion, the servant leadership variable has a significant effect on the quality of work life variable. Therefore, the servant leadership style directly improves the quality of work life, although the impact is moderate.

This result is relevant to the findings of (Yurika and Rosita 2022) that psychological empowerment has a positive and significant impact on Quality of Work Life. This result is also relevant to the findings of (Azhari, Harahap, and Tambunan 2023) that psychological empowerment has a significant impact on Quality of Work Life.

#### Servant Leadership on Trust through Quality of Work Life (QWL)

In the results of the first hypothesis test, the influence of servant leadership on trust through quality of work life yielded a P value of 0.000. This result is less than 0.05 ( $0.000 < 0.05$ ), meaning it has a significant effect. In conclusion, the servant leadership variable significantly affects the trust variable through quality of work life. Therefore, trust significantly mediates the relationship between servant leadership and quality of work life. This means that servant leadership is more effective when mediated by trust.

This result is relevant to the findings of (Kurniawan and Daeli 2021) that psychological empowerment has a positive effect on employee trust. This result is also relevant to the findings of (Mega Wandani and Sinto Sunaryo 2022) that psychological empowerment has a positive and significant effect on employee trust.

#### Psychological Empowerment towards Trust

In the results of the first hypothesis test, the influence of psychological empowerment on trust yielded a P value of 0.003. This result is less than 0.05 ( $0.003 < 0.05$ ), meaning it has a significant effect. In conclusion, the psychological empowerment variable significantly affects the trust variable. Therefore, the higher the psychological empowerment, the higher the employees' trust in the organization.

These results are relevant to the findings of (Juliandi et al. 2023) which state that trust in leaders has a positive and significant impact on Quality of Work Life. These results are also relevant to the findings of (Qurbani and Solihin 2021) which state that trust in leaders has a positive and significant impact on Quality of Work Life.

#### Psychological Empowerment on Quality of Work Life (QWL)

In the results of the first hypothesis test, the influence of psychological empowerment on the quality of work life yielded a P value of 0.008. This result is less than 0.05 ( $0.008 < 0.05$ ), meaning it has a significant effect. In conclusion, the variable of psychological empowerment significantly affects the variable of



quality of work life. Therefore, employees who feel psychologically empowered tend to have a better quality of work life.

These results are relevant to the findings of (Hartanti and Muryati 2022) that servant leadership has a positive and significant impact on the Quality of Work Life. These results are also relevant to the findings of (Darmawan and Mardikaningsih 2021) that the quality of work life has a significant impact on organizational trust.

### Psychological Empowerment on Trust through Quality of Work Life (QWL)

In the results of the first hypothesis test, the influence of psychological empowerment on trust through quality of work life yielded a P value of 0.007. This result is less than 0.05 (0.007 < 0.05), meaning it has a significant effect. In conclusion, the variable psychological empowerment significantly affects the variable trust through quality of work life. Therefore, trust also mediates the effect of Psychological Empowerment on quality of work life. This means that empowerment will have a greater impact on quality of work life if followed by trust.

This result is relevant to the findings of (Azhari, Harahap, and Tambunan 2023) which state that psychological empowerment significantly affects the Quality of Work Life. This result is also relevant to (Retnowati et al. 2023) which indicates that psychological empowerment and Quality of Work Life significantly enhance employee trust in the organization.

### Conclusions

Based on the discussion and deliberation of the results of this research regarding the influence of Servant Leadership and Psychological Empowerment on Quality of Work Life through Trust as a mediating variable at PT Yamatogomu Indonesia, the researchers can conclude as follows: servant Leadership has an influence on the Quality of Work Life at PT Yamatogomu Indonesia. Servant Leadership has an influence on Trust at PT Yamatogomu Indonesia. Psychological Empowerment has an influence on Quality of Work Life at PT Yamatogomu Indonesia. Psychological Empowerment has an influence on Trust at PT Yamatogomu Indonesia. Trust has an influence on the Quality of Work Life at PT Yamatogomu Indonesia. Servant Leadership has an influence on Quality of Work Life with Trust as a mediating variable at PT Yamatogomu Indonesia. Psychological Empowerment has an influence on Quality of Work Life through Trust as a mediating variable at PT Yamatogomu Indonesia.

The relationship between servant leadership, psychological empowerment, and quality of work life mediated by trust is as follows: servant Leadership and Psychological Empowerment have a positive and significant impact on Quality of Work Life, both directly and indirectly through Trust. Trust plays an important role as a mediating variable that strengthens the relationship between servant leadership and psychological empowerment on the quality of work life. Employees who feel psychologically empowered and trust their leaders will have a better quality of work life, which in turn will contribute to organizational productivity.

Based on the conclusions of this study, several recommendations that can be made are as follows: leaders need to enhance their servant leadership style to create more harmonious relationships and increase employee trust. Management should pay more attention to psychological empowerment, for example through training, work recognition, and granting autonomy in work. Trust needs to be maintained and enhanced, as it serves as an important link between leadership style and

employees' quality of work life. The company can design organizational trust development programs based on transparency, open communication, and fairness.

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