

**PENGARUH KEPEMIMPINAN PELAYAN, BUDAYA ORGANISASI,  
MOTIVASI KERJA, KEPUASAN KERJA DAN KOMITMEN  
ORGANISASIONAL TERHADAP KINERJA GURU SD  
DI KOTA DENPASAR**

**SUGITO**

**ABSTRAK**

Penelitian ini bertujuan mengkaji pengaruh kepemimpinan pelayan, budaya organisasi, motivasi kerja, kepuasan kerja dan komitmen organisasional terhadap kinerja guru. Penelitian kuantitatif ini dilaksanakan pada guru SD di Kota Denpasar menggunakan teknik survei memakai kuesioner melibatkan 414 sampel yang diambil secara *random* dari 4.224 populasi berdasarkan formula Krejcie dan Morgan kemudian dikoreksi menggunakan formula Warwich dan Lininger. Data dianalisis menggunakan teknik *Structural Equation Modeling* dan *Partial Least Squares* (SEM PLS). Hasil penelitian menunjukkan bahwa kepemimpinan pelayan berpengaruh secara langsung positif dan signifikan terhadap kinerja guru, motivasi kerja berpengaruh secara langsung positif dan signifikan terhadap kinerja guru, kepuasan kerja berpengaruh secara langsung positif dan signifikan terhadap kinerja guru, komitmen organisasional berpengaruh secara langsung positif dan signifikan terhadap kinerja guru, sedangkan budaya organisasi dan kepuasan kerja tidak berpengaruh secara langsung terhadap kinerja guru, pengaruh kepemimpinan pelayan, dan motivasi kerja terhadap kinerja guru dimediasi oleh kepuasan kerja memiliki pengaruh secara tidak langsung positif dan signifikan, namun kepuasan kerja tidak mampu memediasi pengaruh budaya organisasi terhadap kinerja guru, pengaruh kepemimpinan pelayan, budaya organisasi dan motivasi kerja terhadap kinerja guru dimediasi oleh komitmen organisasional berpengaruh secara tidak langsung positif dan signifikan. Selanjutnya ditemukan bahwa komitmen organisasional memiliki pengaruh paling kuat secara langsung positif dan signifikan terhadap kinerja guru, selain itu komitmen organisasional juga mampu memediasi dengan baik pengaruh secara tidak langsung budaya organisasi terhadap kinerja guru. Model struktur penelitian ini berhasil memprediksi pengaruh kepemimpinan pelayan dan motivasi kerja terhadap kepuasan kerja dan komitmen organisasional dan berdampak pada kinerja guru. Mengacu pada temuan penelitian ini direkomendasikan untuk menerapkan kepemimpinan pelayan, motivasi kerja, kepuasan kerja dan komitmen organisasional untuk meningkatkan kinerja guru.

***Kata-kata kunci: kepemimpinan pelayan, budaya organisasi, motivasi kerja, kepuasan kerja, komitmen organisasional, kinerja guru***

**THE EFFECT OF SERVICE LEADERSHIP, ORGANIZATIONAL CULTURE, WORK MOTIVATION, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF ELEMENTARY TEACHERS IN DENPASAR CITY**

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**ABSTRACT**

*This study aims to examine the effect of servant leadership, organizational culture, work motivation, job satisfaction and organizational commitment on teacher performance. This quantitative study was conducted on elementary school teachers in Denpasar City using a survey technique using a questionnaire involving 414 samples taken randomly from 4,224 populations based on the Krejcie and Morgan formula and then corrected using the Warwiche and Lininger formula. Data were analyzed using Structural Equation Modeling and Partial Least Squares (SEM PLS) techniques. The results show that servant leadership has a positive and significant direct effect on teacher performance, work motivation has a positive and significant direct effect on teacher performance, job satisfaction has a positive and significant direct effect on teacher performance, organizational commitment has a positive and significant direct effect on performance teachers, while organizational culture and job satisfaction have no direct effect on teacher performance, the influence of servant leadership, and work motivation on teacher performance is mediated by job satisfaction having a positive and significant indirect effect, but job satisfaction is not able to mediate the influence of organizational culture on performance teachers, the influence of servant leadership, organizational culture and work motivation on teacher performance mediated by organizational commitment has a positive and significant indirect effect. Furthermore, it was found that organizational commitment has the strongest direct positive and significant influence on teacher performance, besides organizational commitment is also able to mediate well the indirect influence of organizational culture on teacher performance. The structural model of this study predicts the effect of servant leadership and work motivation on job satisfaction and organizational commitment and has an impact on teacher performance. Referring to the findings of this study, it is recommended to apply servant leadership, work motivation, job satisfaction and organizational commitment to improve teacher performance.*

**Keywords: servant leadership, organizational culture, work motivation, job satisfaction, organizational commitment, teacher performance**