

**PENGARUH KEPEMIMPINAN PELAYAN,
ETOS KERJA, BUDAYA ORGANISASI, DAN KOMITMEN
ORGANISASIONAL TERHADAP
KINERJA GURU SMK NEGERI
DI KOTA DENPASAR**

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ABSTRAK

Penelitian ini bertujuan mengkaji pengaruh kepemimpinan pelayan, etos kerja, budaya organisasi, dan komitmen organisasional terhadap kinerja guru SMK Negeri di Kota Denpasar. Penelitian kuantitatif dan *ex post facto* yang dilaksanakan pada guru SMK Negeri di Kota Denpasar ini memiliki populasi 258 guru. Penetapan jumlah sampel minimal menggunakan formula Krejcie dan Morgan diperoleh sampel minimal 155 orang. Kemudian, untuk meningkatkan jumlah angket yang harus disebar kepada responden yang dikoreksi dengan formula Warwich dan Lininger diperoleh sampel 181 orang. Pengumpulan data menggunakan kuesioner dalam google form yang disebar kepada responden secara online. Data dianalisis menggunakan teknik analisis statistik deskriptif dan statistik inferensial Structural Equation Modeling (SEM) berbasis varians dengan software Smart Partial Least Squares (SmartPLS). Hasil penelitian menunjukkan bahwa: (1) secara deskriptif bahwa semua variabel berada pada kategori cenderung baik atau tinggi; (2) model teoretis hubungan antar variabel yang berpengaruh terhadap kinerja guru telah terbukti secara empiris yang berarti pula bahwa variabel eksogen memiliki kemampuan prediksi (*predictive relevance*) yang sangat tinggi terhadap kinerja guru (nilai *Q-square* model PLS adalah 0,918 ($p < 0,00$)). Dengan demikian dapat dikatakan bahwa model struktural hubungan antar variabel yang dibangun mempunyai akurasi prediksi sangat tinggi, sehingga layak direkomendasikan untuk membangun kinerja dengan cara meningkatkan kepemimpinan pelayan, etos kerja, budaya organisasi, komitmen organisasional guru; (3) kepemimpinan pelayan, etos kerja, budaya organisasi, dan komitmen organisasional memiliki pengaruh positif dan signifikan terhadap kinerja guru, dan di antara keempat variabel bebas tersebut, ternyata variabel kepemimpinan pelayan memiliki kontribusi atau pengaruh paling tinggi terhadap kinerja guru; (4) komitmen organisasional mampu memediasi pengaruh kepemimpinan pelayan, etos kerja, dan budaya organisasi terhadap kinerja guru. Berdasarkan temuan tersebut, maka penelitian ini dapat menjadi masukan bagi manajemen SMK Negeri di Kota Denpasar dalam meningkatkan kinerja guru melalui pengembangan kepemimpinan pelayan, etos kerja, budaya organisasi, dan komitmen organisasional.

Kata Kunci: Kepemimpinan Pelayan, Etos Kerja, Budaya Organisasi, Komitmen Organisasional Kinerja Guru.

**THE EFFECT OF SERVANT LEADERSHIP, WORK ETHICS,
ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMITMENT
ON TEACHER PERFORMANCE STATE VOCATIONAL HIGH SCHOOL IN
DENPASAR CITY**

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ABSTRACT

This study aims to examine the influence of servant leadership, work ethic, organizational culture, and organizational commitment on the performance of teachers in State Vocational High Schools (SMK) in Denpasar City. This quantitative and ex post facto research was conducted among teachers in SMKs in Denpasar City, with a population of 258 teachers. The minimum sample size was determined using the Krejcie and Morgan formula, resulting in a minimum sample of 155 individuals. To increase the number of distributed questionnaires among respondents, corrected using the Warwick and Lininger formula, the sample size was increased to 181 individuals. Data collection was conducted using a questionnaire in Google Forms, distributed to respondents online. The collected data were analyzed using descriptive statistical techniques and inferential statistical techniques, specifically Structural Equation Modeling (SEM) based on variance, using the Smart Partial Least Squares (SmartPLS) software. The research findings are as follows:

(1) Descriptively, all variables fall into the categories of fairly good or high. (2) The theoretical model of relationships between variables that influence teacher performance has been empirically proven. This suggests that the exogenous variables have a high level of predictive relevance towards teacher performance (the Q-square value of the PLS model is 0.918, with $p < 0.00$). Consequently, it can be concluded that the built structural model of relationships between variables holds a very high predictive accuracy. Therefore, it is recommended to enhance performance by improving servant leadership, work ethic, organizational culture, and teacher organizational commitment. (3) Servant leadership, work ethic, organizational culture, and organizational commitment have positive and significant influences on teacher performance. Among these four independent variables, it turns out that servant leadership has the highest contribution or influence on teacher performance. (4) Organizational commitment is capable of mediating the influence of servant leadership, work ethic, and organizational culture on teacher performance

Keywords: Servant Leadership, Work Ethics, Organizational Culture, Organizational Commitment, Teacher Performance.