

**PENGARUH KEPEMIMPINAN PELAYAN, BUDAYA ORGANISASI,  
KOMITMEN ORGANISASI, DAN KEPUASAN KERJA TERHADAP  
RETENSI KARYAWAN YAYASAN INTAN EDUKA  
DI KOTA SURABAYA**

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**ABSTRAK**

Penelitian ini bertujuan untuk mengkaji pengaruh kepemimpinan pelayan, budaya organisasi, komitmen organisasi dan kepuasan kerja terhadap retensi karyawan. Jenis penelitian ini adalah kuantitatif dengan pendekatan *ex-post facto* yang dilakukan terhadap karyawan Yayasan Intan Eduka di Surabaya. Populasi karyawan sebanyak 150 orang mengacu pada tabel Mogran beserta formula Warwick dan Lininger diperoleh sampel sebanyak 126 orang. Data dikumpulkan melalui angket tertutup skala lima dan dianalisis menggunakan teknik statistik deskriptif dan *Partial Least Square-Structural Equation Modelling* (PLS-SEM). Hasil penelitian menunjukkan bahwa: (1) secara deskriptif kuantitatif semua variabel dinyatakan cenderung sangat baik, (2) model teoretik hubungan antar variabel eksogen dan endogen dinyatakan terbukti secara empirik, (3) kepemimpinan pelayan dan budaya organisasi berpengaruh positif secara langsung dan signifikan terhadap kepuasan kerja maupun retensi karyawan, (4) komitmen organisasi berpengaruh positif secara langsung dan signifikan terhadap kepuasan kerja, namun tidak berpengaruh positif secara langsung dan signifikan terhadap retensi karyawan, (5) kepemimpinan pelayan, budaya organisasi, dan komitmen organisasi melalui kepuasan kerja terbukti berpengaruh positif dan signifikan terhadap retensi karyawan. Penelitian ini memberikan penguatan empiris terhadap hubungan kepemimpinan pelayan, budaya organisasi, komitmen organisasi, dan kepuasan kerja dalam meningkatkan retensi karyawan pada konteks lembaga pendidikan, serta menegaskan peran mediasi kepuasan kerja sebagai faktor kunci. Kontribusi utama penelitian ini terletak pada kebaruan konseptual dalam memahami retensi karyawan, yaitu bahwa komitmen organisasi tidak secara langsung memengaruhi retensi, melainkan harus melalui kepuasan kerja sebagai mediator penuh. Penelitian ini memperluas perspektif teori retensi karyawan dengan menempatkan kepuasan kerja sebagai mekanisme inti dalam mempertahankan karyawan, khususnya dalam konteks organisasi pendidikan. Secara praktis, hasil penelitian ini memberikan dasar bagi organisasi dalam merancang strategi retensi yang lebih efektif melalui penciptaan pengalaman kerja yang positif, selain hanya membangun komitmen organisasi.

***Kata-kata kunci: kepemimpinan pelayan, budaya organisasi, komitmen organisasi, kepuasan kerja, retensi karyawan***

**THE INFLUENCE OF SERVANT LEADERSHIP, ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION ON EMPLOYEE RETENTION AT YAYASAN INTAN EDUKA IN SURABAYA**

**DEWA MADE DWIKAMAYUDA**

**ABSTRACT**

*This study aims to examine the influence of servant leadership, organizational culture, organizational commitment, and job satisfaction on employee retention. This research adopts a quantitative approach with an ex-post facto design, conducted among employees of Yayasan Intan Eduka in Surabaya. The population consisted of 150 employees; based on the Morgan table and the Warwick and Lininger formula, a sample of 126 respondents was determined. Data were collected באמצעות a five-point Likert-scale questionnaire and analyzed using descriptive statistics and Partial Least Squares–Structural Equation Modeling (PLS-SEM). The findings indicate that: (1) descriptively, all variables were categorized as very high; (2) the theoretical model of relationships among exogenous and endogenous variables was empirically supported; (3) servant leadership and organizational culture exert a direct, positive, and significant effect on both job satisfaction and employee retention; (4) organizational commitment has a direct, positive, and significant effect on job satisfaction but does not have a direct significant effect on employee retention; and (5) servant leadership, organizational culture, and organizational commitment indirectly influence employee retention through job satisfaction in a positive and significant manner. This study provides empirical support for the relationship between servant leadership, organizational culture, organizational commitment, and job satisfaction in enhancing employee retention within the context of educational institutions, while also confirming the mediating role of job satisfaction as a key factor. The main contribution of this study lies in its conceptual novelty in understanding employee retention, demonstrating that organizational commitment does not directly influence retention, but operates fully through job satisfaction as a mediator. This study extends the perspective of employee retention theory by positioning job satisfaction as a core mechanism in retaining employees, particularly in educational organizations. Practically, the findings offer a foundation for organizations to design more effective retention strategies by fostering positive work experiences, rather than relying solely on strengthening organizational commitment.*

**Keywords:** *servant leadership, organizational culture, organizational commitment, job satisfaction, employee retention.*