

RINGKASAN

Penelitian ini merupakan penelitian survei pada karyawan di Universitas PGRI Semarang. Penelitian ini mengambil judul “Pengaruh *Servant Leadership* terhadap *Employee Engagement* dan Komitmen Afektif Dengan Kepuasan Kerja Sebagai Variabel Mediasi”. Tujuan dari penelitian ini adalah untuk mengetahui apakah *servant leadership* memiliki pengaruh terhadap *employee engagement* dan komitmen afektif dengan kepuasan kerja sebagai peran mediasi. Penelitian ini adalah penelitian teoritis atau fundamental. Jenis penelitian ini adalah penelitian kuantitatif dengan teknik pengambilan data disatu waktu (*cross section*). Populasi dalam penelitian ini adalah semua Dosen di Universitas PGRI Semarang dengan jumlah responden yang diambil dalam penelitian ini adalah 170 responden. Metode simple random sampling digunakan dalam penentuan responden.

Berdasarkan hasil penelitian dan analisis data dengan menggunakan SEM-PLS, menunjukkan bahwa: (1) *Servant Leadership* memiliki pengaruh signifikan terhadap *Employee Engagement*, (2) *Servant Leadership* memiliki pengaruh signifikan terhadap Komitmen Afektif, (3) *Servant Leadership* memiliki pengaruh signifikan terhadap Kepuasan Kerja, (4) Kepuasan Kerja Memiliki pengaruh signifikan terhadap *Employee Engagement*, (5) Kepuasan Kerja memiliki pengaruh signifikan terhadap Komitmen Afektif, (6) Kepuasan Kerja memediasi hubungan antara *Servant Leadership* terhadap *Employee Engagement*, (7) Kepuasan Kerja memediasi hubungan antara *Servant Leadership* terhadap Komitmen Afektif.

Implikasi dari kesimpulan di atas adalah Universitas PGRI Semarang dapat mengembangkan program dan pelatihan untuk mempromosikan *servant leadership* di kalangan kepala jurusan dan pemimpin mereka. ini mencakup pengajaran keterampilan seperti memahami kebutuhan bawahan dan memfasilitasi pertumbuhan serta perkembangan dosen. Untuk menjaga dan meningkatkan kepuasan dan engagement dosen, organisasi harus memberikan perhatian dan dukungan positif, serta meningkatkan kesempatan bagi dosen untuk berkembang dan berkontribusi. Pimpinan dapat menjaga tingkat kepuasan kerja dosen dengan menciptakan lingkungan yang mendukung, mengurangi stress dan kelelahan akibat beban kerja yang tinggi, serta membangun budaya kerja yang positif, inklusif, dan saling mendukung.

Kata Kunci: *Servant Leadership*, *Employee Engagement*, Kepuasan Kerja, Komitmen Afektif.

SUMMARY

This research is a survey research on employees at PGRI University Semarang. This research is entitled "The Influence of Servant Leadership on Employee Engagement and Affective Commitment with Job Satisfaction as a Mediating Variable". The purpose of this research is to find out whether servant leadership has an influence on employee engagement and affective commitment with job satisfaction as a mediating role. This research is theoretical or fundamental research. This type of research is quantitative research with data collection techniques at one time (cross section). The population in this study were all lecturers at PGRI University Semarang with the number of respondents taken in this study being 170 respondents. The simple random sampling method was used to determine respondents.

Based on the results of research and data analysis using SEM-PLS, it shows that: (1) Servant Leadership has a significant influence on Employee Engagement, (2) Servant Leadership has a significant influence on Affective Commitment, (3) Servant Leadership has a significant influence on Job Satisfaction, (4) Job Satisfaction has a significant influence on Employee Engagement, (5) Job Satisfaction has a significant influence on Affective Commitment, (6) Job Satisfaction mediates the relationship between Servant Leadership and Employee Engagement, (7) Job Satisfaction mediates the relationship between Servant Leadership and Affective Commitment.

The implication of the conclusion above is that Universitas PGRI Semarang can develop programs and training to promote servant leadership among department heads and their leaders. this includes teaching skills such as understanding the needs of subordinates and facilitating the growth and development of lecturers. To maintain and increase lecturer satisfaction and engagement, organizations must provide positive attention and support, as well as increase opportunities for lecturers to develop and contribute. Leaders can maintain the level of lecturer job satisfaction by creating a supportive environment, reducing stress and fatigue due to high workloads, and building a positive, inclusive and mutually supportive work culture.

Keywords: Servant Leadership, Employee Engagement, Job Satisfaction, Affective Commitment.