

The influence of servant leadership, organizational commitment on employee retention through job satisfaction at the international school foundation (SPK) in Surabaya

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Abstract

The sustainability of an organization depends on its ability to retain a competent workforce. Employee resignation is caused by both internal and external factors. The aim of this study was to explain the impact about servant leadership, organizational commitment, job satisfaction, employee retention. This quantitative study used an ex-post-facto survey approach conducted on employees of the International School Foundation (SPK) in Surabaya. The employee population was 150 people, referring to the Mogran table plus the Warwick and Lininger formula, resulting in a sample of 126 people. Data were obtained through distributing questionnaires in the form of closed statements with 5 choices. The analysis technique used statistics and structural equations using the PLS-SEM technique. The results of the study stated: Servant leadership has a very strong direct influence on job satisfaction and a moderate influence on employee retention. Organizational commitment has a strong influence on job satisfaction and a moderate influence on employee retention. Job satisfaction has a very strong direct influence on job retention. In addition, servant leadership and organizational commitment have a strong indirect impact on employee retention mediated by job satisfaction. Thus, for an organization to run to achieve its goals, loyal employees are needed. It needs leaders who serve and have a high commitment to create a feeling of satisfaction in employees.

Keywords: Servant leadership, Organizational commitment, Job satisfaction, Employee retention

Introduction

The long-term success of an educational institution is largely determined by the quality of its human resources, especially educators and support staff who have an important role in the learning process (Alhmoud & Rjoub, 2020). The challenges of resource management at education sector are increasingly complex. Educational institutions must ensure that they not only recruit qualified educators but also retain them long-term (Hutomo et al., 2020). Ongoing global economic changes have increased job and career uncertainty, leading to high labor mobility and workplace restructuring (Ferdiana et al., 2023). Consequently, organizations face significant challenges in increasing engagement and retaining younger employees (LaGree et al., 2021). Organizations should focus on ensuring their employees are more productive in the digital age and able to perform their tasks optimally (Meilani et al., 2021). Previous research indicates that employees are more likely to feel overwhelmed, resulting in reduced long-term commitment to the organization and a greater tendency to resign when conditions are less than ideal (Magni & Manzoni, 2020). Low intent to stay increases the risk of employee turnover, which can

negatively impact the organization, such as the loss for experienced, decreased productivity, and increased recruitment and training costs. High intent to stay for an employee to see a greater possibility of staying with their proud job, contributing for the organization's growth and success.

However, the employee retention rate at the International School Foundation (SPK) in Surabaya is low, as evidenced by the annual turnover rate of between 24 and 34 employees. The peak turnover rate occurred in 2021-2022, with 34 employees leaving, which could indicate problems in employee relations. Study by Yuliantini et al. (2024) found that poor working relationships increase job stress levels, which in turn can influence intention to leave the company. Although good working relationships do not directly cause turnover, stress arising from other factors, such as workplace well-being and compensation, can increase employee intention to leave. Good employee relations are crucial for long-term employee retention (Hermawan, 2022). Furthermore, research by Muma et al. (2020) revealed that a strong employee relations strategy plays a crucial role in improving organizational retention. Based on document data processing, it

was found that the work environment is still less conducive due to ineffective communication, minimal employee involvement in decision-making, and a lack of channels for conveying aspirations can be factors that can influence low employee retention which has an impact on increasing turnover.

Based on these phenomena and literature reviews, it can be seen that employee retention issues cannot be separated from the quality of employee relationships formed within the organization. In the context of the International School Foundation (SPK) in Surabaya, turnover data shows a fairly consistent pattern every year and indicates the existence of fundamental problems that have not been optimally addressed, particularly leadership related to internal communication, employee participation, and work environment support. These findings reinforce the expert view that disharmonious employee relationships can impact job satisfaction, stress levels, and employee decisions to stay or leave the organization. Thus, this initial analysis confirms the importance of employee relationships as a strategic factor in employee retention, particularly in educational institutions.

Employee retention has become a critical issue for organizations due to growing concerns about high employee turnover rates (Ghani et al., 2022; Kumar, 2022). This is thought to be caused by, among other factors, leadership relationships, low commitment to the organization, and unmet job satisfaction levels among employees. A high rate of employee resignation will certainly have a significant impact on the costs of an organization, including the loss of knowledge from institutional institutions, a decline in the morale of employees who are left behind and a financial burden for recruiting and training new employees. Furthermore, the dynamic nature of the global business market forces organizations to remain vigilant in their search for qualified talent, especially in markets where demand for employees exceeds supply (Alhmoud & Rjoub, 2020). This has prompted many organizations to adopt strategic initiatives, such as retention programs, to ensure that their most valuable resources remain within the organization.

To overcome the problem and find a solution to the gap that occurs between expectations and reality in employee retention, it is necessary to find a solution to solve the problem, namely by conducting an in-

depth study of the causal factors by conducting in-depth research to analyze statistically and inferentially to explain how big the relationship is between servant leadership and organizational commitment with job satisfaction and employee retention at the International School Foundation (SPK) in Surabaya.

Literature Review

Employee retention is an effort made by an organization to keep employees from moving to other organizations. Strategies such as increasing job satisfaction, career development, fair compensation, and a conducive work environment (Mathis and Jackson, 2011; Fatima et al., 2025). According to Robbins and Judge (2019), it reflects the organization's ability to create conditions that make employees feel valued, receive development opportunities, and have an emotional commitment to the organization. Employee retention is an ongoing process that aims to keep high-potential employees within the organization by providing rewards, recognition, and opportunities for professional development. Employee retention is a score about employee perceptions of leaders who encourage employees to remain committed to the organization that aims to increase productivity through an integrated approach to attracting, developing, retaining, and utilizing employees with the necessary skills. The employee retention variable is measured by 7 indicators, namely 1) input from employees, (2) problems between employees, (3) relationships between employees, (4) training, (5) career opportunities, (6) awards, (7) love of work.

Servant leadership is leadership that begins with a desire to serve first, then naturally leads someone to lead. Servant leaders focus on the growth, well-being, and development of the individuals and communities they lead. (Greenleaf, 1977). According to Spears and Lawrence (2002) this is a leadership approach that combines humanitarian values, spirituality, and service to achieve sustainable performance. Servant leaders guide followers to grow personally and professionally in an atmosphere of trust and love. Leader behavior that focuses on the needs of followers, helps them grow and succeed, and places the interests of followers above the personal interests of the leader. According to Sendjaya and Sarros (2002) is the employee perception of leaders who prioritize service and focus on developing employee potential

to become independent and wise individuals, support employee growth through responsibility, empathy, and humility and create an inclusive work environment and increase individual commitment to organizational goals. Servant leadership variables are measured by 6 indicators, namely (1) service, (2) listening, (3) empathy, (4) emotional healing, (5) employee growth, (6) building community.

Organizational commitment is the support of a person's involvement in an organization that is manifested in the acceptance of the values and goals of the institution, the desire to strive hard for the needs of an institution or organization to remain part of the organization. According to Meyer and Allen (1991), it is stated that organizational commitment has three main components, namely: affective, continuance and normative commitment. Organizational commitment is a condition of an employee to side with the organization and they have a strong will to maintain themselves in it. Organizational commitment proves the loyalty of an employee in the organization and proves his willingness to contribute greatly to achieving the goals of the organization that is proud (Robbins and Judge, 2019). According to Luthans (2011) it is a firm attitude that proves loyalty and is a continuous activity for organizational members to prove strong attention to the success and welfare of an institution. Organizational commitment is a score about employee perceptions of the level of employee involvement and contribution that reflects loyalty, emotional attachment, and motivation to continue working in the organization. The organizational commitment variables are measured by 3 indicators; (1) Affective commitment, (2) Continuance commitment and (3) Normative commitment.

Job satisfaction is a positive view felt towards the work done by someone which is a manifestation of the assessment of the characteristics of the work being pursued (Robbins and Judge, 2019). According to Luthans (2011) it is an employee's perception of how much the work can produce something that is considered very important to him. He emphasized that job satisfaction reflects an individual's general attitude towards his work. Meanwhile, Locke (1976) explains the pleasant or positive emotional state resulting from a person's assessment of his work or work experience. This view emphasizes the affective aspect, namely how employees feel about their work. According to

Spector (1997) job satisfaction includes various dimensions such as salary, promotion, supervision, working conditions, and relationships between colleagues. Job satisfaction is a score about employee perceptions regarding employee attitudes towards their work and perceptions of rewards, support, and recognition received. Job satisfaction variables are measured by 5 indicators, namely (1) challenging work, (2) working conditions, (3) supervision, (4) job promotions, (5) compensation.

Methods

The variables determined in the ex-post-facto survey activities during the research which are numerical data to form a structural model indicate that there is a causal relationship between the independent variables and the dependent variables. (Maidiana, 2021). Then the relationship between these variables influences each other and later the results are obtained regarding how much influence servant leadership (X1), organizational commitment (X2) have job satisfaction (Y1) and employee retention (Y2) which takes form of a direct or indirect relationship as shown in the constellation image between the variables below.

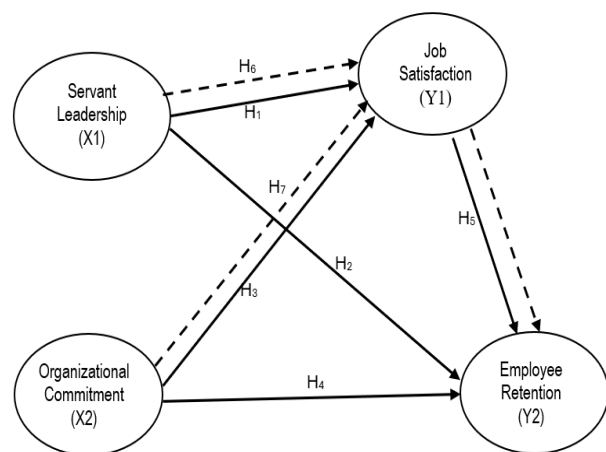


Figure 1. Constellation of variables

The subjects of this study were employees of the International School Foundation (SPK) in Surabaya, with a population of 150. A sample of 126 teachers was drawn from the population using the Slovin formula, which was then confirmed by the Warwick and Lininger formula (2007). This sample consisted of 257 teachers, each of whom were randomly selected as respondents from each school, thus providing an opportunity for all teachers to be included in the sample (Firmansyah & Dede, 2022).

Table 1. Research instrument grid

Variables	Indicators	Number of Items
Servant Leadership (X1)	X1.1 Service	8
	X1.2 Listening	7
	X1.3 Empathy	7
	X1.4 Emotional Healing	7
	X1.5 Employee Growth	8
	X1.6 Building Community	8
	Total	45
Organizational Commitment (X2)	X2.1 Affective Commitment	13
	X2.2 Continuance Commitment	13
	X2.3 Normative Commitment	13
	Total	39
Job Satisfaction (Y1)	Y1.1 Challenging Work	7
	Y1.2 Working Conditions	7
	Y1.3 Supervision	8
	Y1.4 Job Promotion	9
	Y1.5 Compensation	9
	Total	40
Employee Retention (Y2)	Y2.1 Employee Feedback	7
	Y2.2 Inter-Employee Issues	7
	Y2.3 Employee Relations	8
	Y2.4 Training	7
	Y2.5 Career Opportunities	8
	Y2.6 Recognition	8
	Y2.7 Loving My Job	7
	Total	52

The data collection technique involved randomly distributing questionnaires to respondents, namely employees at the institution, and then having them answer personally according to their experiences and activities. The instrument, in the form of a questionnaire, contained questions made in the form of closed statements five answer choices using a Likert scale. Before creating the instrument, the researcher began by creating an instrument grid that would later serve as a reference in creating the questionnaire to ensure it was in accordance with the indicators and variables. The instrument grid in question is as shown in Table 1 below.

After the data was obtained, quantitative data analysis was conducted based on the numerical data. Descriptive statistical analysis was used to examine general trends in the mean, mode, standard deviation, and median, as well as the percentage distribution of the data to determine whether respondents' responses were uniform or varied. Range statistics were used to examine the difference between the highest and lowest scores.

In addition, inferential analysis was conducted using the PLS-SEM technique, which is required for the outer evolution to determine whether the indicators for the variables meet validity and reliability. An inner evaluation of the dependent variable was conducted to determine whether it met the requirements, namely demonstrating the magnitude and strength of the hypothesis test. The requirements for hypothesis testing are based on the T-statistic and P-value scores. The hypothesis is accepted if the T-statistic score is above 1.96 and the P-value is below 0.05. Otherwise, the hypothesis is rejected.

Result

Quantitative data in the form of numbers obtained from distributing questionnaires is first changed into a numerical tabulation form, then the next step is statistical analysis, the aim of which is to see the quality of the data for each variable (Agung, 2014). The results of the statistical analysis of the data processing are shown in table 2 below.

Table 2. Statistical analysis

Statistics	Servant Leadership (X1)	Organizational Commitment (X2)	Job Satisfaction (Y1)	Employee Retention (Y2)
N Valid	126	126	126	126

Missing	0	0	0	0
Mean	199,56	155,88	156,15	227,22
Median	200,00	155,00	156,00	228,00
Std. Deviation	12,440	12,722	11,250	18,151
Range	54	47	46	67
Minimum	171	133	134	193
Maximum	225	180	180	260
Sum	25145	19641	19675	28630
Value	88,69	86,60	86,75	87,39
Category	high	high	high	high

The statistical analysis results, as shown in Table 2 above, generally indicate that the variables of servant leadership, organizational commitment, job satisfaction, and employee retention are in the high category.

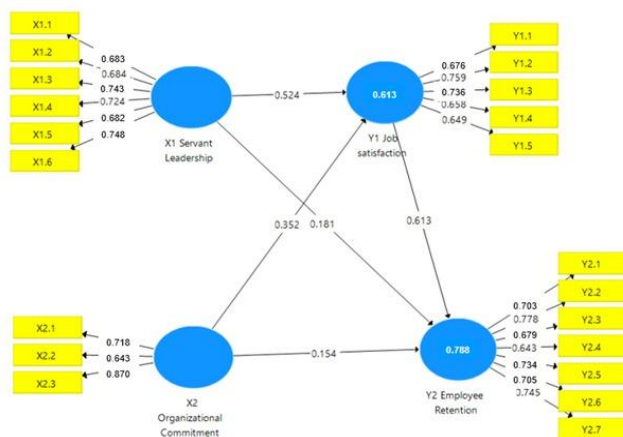


Figure 2. Outer and inner PLS-SEM

Next, an inferential analysis was conducted using structural equation techniques using the Smart PLS application to determine the results for hypothesis testing from processed quantitative data. The results are presented in the form of outer and inner models, as shown in the following figure.

Evaluation of the outer model

The first, crucial step after obtaining the results of the structural model equation analysis is evaluating the outer model, namely assessing the factor loadings of the indicators that form the construct or latent variable, as seen in Convergent Validity, Reliability, and Discriminant Validity.

Convergent validity, on the other hand, is evaluated by examining the indicators in detail, specifically the magnitude of the outer loading coefficients, as shown in Table 3 below.

Table 3. Outer loading of variables to indicators

Reflection from variables to indicators	Original Sample	Standard Deviation	T-Statistic	P-Value	Result
X1.1 <- X1 Servant Leadership	0,683	0,149	4,571	0,008	significant
X1.2 <- X1 Servant Leadership	0,684	0,089	7,681	0,000	significant
X1.3 <- X1 Servant Leadership	0,743	0,192	3,868	0,010	significant
X1.4 <- X1 Servant Leadership	0,724	0,091	7,932	0,000	significant
X1.5 <- X1 Servant Leadership	0,680	0,147	4,625	0,007	significant
X1.6 <- X1 Servant Leadership	0,748	0,160	4,676	0,006	significant
X2.1 <- X2 Organizational Commitment	0,718	0,171	2,449	0,016	significant
X2.2 <- X2 Organizational Commitment	0,643	0,160	3,388	0,001	significant
X2.3 <- X2 Organizational Commitment	0,870	0,060	14,392	0,000	significant
Y1.1 <- Y1 Job Satisfaction	0,676	0,095	6,071	0,000	significant
Y1.2 <- Y1 Job Satisfaction	0,759	0,046	16,505	0,000	significant
Y1.3 <- Y1 Job Satisfaction	0,736	0,113	2,973	0,014	significant
Y1.4 <- Y1 Job Satisfaction	0,658	0,087	7,606	0,000	significant
Y1.5 <- Y1 Job Satisfaction	0,649	0,089	7,305	0,000	significant
Y2.1 <- Y2 Employee Retention	0,703	0,111	4,551	0,000	significant
Y2.2 <- Y2 Employee Retention	0,778	0,046	17,074	0,000	significant
Y2.3 <- Y2 Employee Retention	0,679	0,118	2,361	0,020	significant
Y2.4 <- Y2 Employee Retention	0,643	0,100	6,413	0,000	significant
Y2.5 <- Y2 Employee Retention	0,734	0,121	6,007	0,004	significant

Y2.6 <- Y2 Employee Retention	0,705	0,110	2,759	0,017	significant
Y2.7 <- Y2 Employee Retention	0,745	0,068	10,889	0,000	significant

The results indicate that all indicators forming the construct for the four variables are significant, as indicated by a T-statistic score greater than 1.96, while the significance level is less than 0.05. It is concluded that these variables have met convergent validity; in other words, all indicators are valid and

meet the requirements.

Furthermore, reliability or internal consistency, assessed using Cronbach's Alpha and Composite Reliability is reinforced by Average Variance Extracted value, as shown in Table 4 below.

Table 4. Results of instrument reliability analysis

Variables	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted
X1 Servant Leadership	0,773	0,799	0,706	0,633
X2 Organizational Commitment	0,782	0,783	0,754	0,709
Y1 Job Satisfaction	0,881	0,825	0,839	0,775
Y2 Employee Retention	0,860	0,837	0,811	0,693

The analysis results indicate that all variables meet the requirements, with an AVE greater than 0.50. They also meet the Cronbach's alpha criteria, and composite reliability greater than 0.70. These results indicate that all variables are reliable and meet the requirements. The final

external evaluation, discriminant validity, aims to assess how the formed construct differs from other constructs. This can be seen in the analysis of the root-square correlations between variables, as shown in Table 5 below.

Table 5. Root-square correlation between variables

Variables	X1 Servant Leadership	X2 Organizational Commitment	Y1 Job satisfaction	Y2 Employee Retention
X1 Servant Leadership	0,782			
X2 Organizational Commitment	0,310	0,739		
Y1 Job Satisfaction	0,633	0,515	0,712	
Y2 Employee Retention	0,617	0,526	0,707	0,742

The analysis results obtained prove that the variables of servant leadership, organizational commitment, job satisfaction and employee retention in the results of this study have good discriminant validity, so it can be stated that all variables that form the construct are valid and have met the requirements.

Evaluation of the inner model

At this stage, an evaluation is carried out by assessing the dependent variables, especially the R² and Q² scores from the analysis results using the PLS-SEM model structural equation technique with the Smart PLS 3.29 application and results are shown in the following table 6.

Table 6. Result of r square test

Dependent-Variables	R-Square	Adjusted R Square	Category
Y1 Job Satisfaction	0,613	0,605	moderate
Y2 Employee Retention	0,788	0,780	strong

The R² values obtained after the analysis were 0.613 for the dependent variable for Job Satisfaction (Y1) and 0.788 for Employee Retention (Y2). This indicates that constructed constructs are suitable and have the strength to form a strong model.

Furthermore, to confirm the model formation based on the hypothesis testing results, it is necessary to

conduct a Q^2 test using the Stone-Geiser Test. The calculation method is as follows:

$$Q^2 = 1 - [(1-Y1^2) (1-Y2^2)]$$

$$Q^2 = 1 - [(1-0,613) (1-0,788)]$$

$$Q^2 = 1 - (0,387 \times 0,212)$$

$$Q^2 = 1 - 0,0820$$

$$Q^2 = 0,9180$$

The final calculation yielded a Q^2 value of 0.9180, indicating that 91.80% of the job satisfaction (Y1) and employee retention (Y2) variables are determined or influenced by servant leadership (X1) and organizational commitment (X2), while

the remaining 8.20% is influenced by other variables. This indicates that the model's structural equations are empirically sound and can predict the hypothesized results in the very strong category.

After the prerequisite evaluation has been met, the next step is to test the hypothesis of the formed structural model to determine the extent of the direct influence of servant leadership and organizational commitment on job satisfaction and employee retention, and the indirect influence of employee retention mediated by job satisfaction. The results are displayed in Table 7 below.

Table 7. Results of hypothesis testing

Relationship of Variables	Original Sample	Standard Deviation	T Statistic	P Values	Hypothesis
X1 Servant Leadership -> Y1 Job satisfaction	0,524	0,071	7,408	0,000	accepted
X1 Servant Leadership -> Y2 Employee Retention	0,181	0,078	2,329	0,021	accepted
X2 Organizational Commitment -> Y1 Job satisfaction	0,352	0,075	4,670	0,000	accepted
X2 Organizational Commitment -> Y2 Employee Retention	0,154	0,071	2,169	0,025	accepted
Y1 Job satisfaction -> Y2 Employee Retention	0,613	0,092	6,634	0,000	accepted
X1 Servant Leadership -> Y1 Job satisfaction -> Y2 Employee Retention	0,322	0,056	5,700	0,000	accepted
X2 Organizational Commitment -> Y1 Job satisfaction -> Y2 Employee Retention	0,216	0,063	3,441	0,001	accepted

After conducting hypothesis testing regarding the direct and indirect relationships between the independent variables and the dependent variable, the following results were obtained:

1. Servant leadership has a strong direct effect on job satisfaction, as evidenced by a t-statistic score of $7.408 > 1.96$, with a P-value of $0.000 < 0.05$, thus accepting the hypothesis. Meanwhile, the coefficient on the path yielded a score of 0.524, which is in the strong category. This signifies a strong increase; a one-digit increase in servant leadership can directly increase job satisfaction by 52%.
2. Servant leadership has a fairly strong direct effect on employee retention. This is evidenced by a t-statistic score of $2.329 > 1.96$, with a P-value of $0.021 < 0.05$, thus accepting the hypothesis. The coefficient on the path yielded a score of 0.181, which is in the moderately strong category. This implies a significant increase; a single point increase in servant leadership can directly increase employee retention by 18%.
3. Organizational commitment has a strong direct effect on job satisfaction, as evidenced by the t-statistic test result of $4.670 > 1.960$, while the p-value analysis yielded $0.0000 < 0.050$. Meanwhile, the coefficient on the path analysis yielded a score of 0.352, which is considered strong. This implies a strong increase; a single point increase in organizational commitment can increase job satisfaction by approximately 35%.
4. Organizational commitment has a strong direct effect on employee retention, as evidenced by the t-statistic test, which yielded a score of $2.169 > 1.96$, while the P-value analysis yielded a score of $0.0250 < 0.050$. Meanwhile, the coefficient on the

path analysis yielded a score of 0.154, which is categorized as moderately strong. This indicates a significant increase; a one-point increase in organizational commitment can increase employee retention by approximately 15%.

5. Job satisfaction has a strong direct effect on employee retention, as evidenced by the t-statistic test, which yielded a score of $6.634 > 1.960$, while the P-value analysis yielded a score of $0.000 < 0.050$. Meanwhile, the coefficient on the path analysis yielded a score of 0.613, which is categorized as very strong. This indicates a very strong increase; a one-point increase in organizational commitment can increase employee retention by approximately 15%.
6. Servant leadership has a strong indirect effect on employee retention through job satisfaction. The analysis results show a t-statistic of $5.700 > 1.96$, with a P-value of $0.000 < 0.05$. The path coefficient of 0.322 indicates a strong influence. This means that each additional point in servant leadership increases job satisfaction and ultimately leads to an increase in employee retention of approximately 32%.
7. Organizational commitment has a strong indirect influence on employee retention through job satisfaction. The analysis results show a t-statistic of $3.441 > 1.96$, with a P-value of $0.001 < 0.05$. The path coefficient of 0.216 indicates a strong influence. This means that each additional point in organizational commitment increases job satisfaction and ultimately leads to an increase in employee retention of approximately 22%.

Discussion

Servant leadership has a direct impact on job satisfaction

Respondents' responses from empirical data obtained statistically for these variables were in the high univariate category. After conducting inferential analysis, results were obtained that could confirm the hypothesis that direct servant leadership has a very high impact on job satisfaction. This finding indicates that when top leaders implement servant leadership and prioritize serving the interests of subordinates, subordinates will feel satisfied, resulting in improved work performance. Leader behavior that

always actively listens and shows empathy can lead to subordinates being appreciated, which in turn creates a positive perception of their work (Alafeshat & Aboud, 2019). Leaders not only pay attention to performance aspects, but also to psychological well-being and individual development, as a result employees are cared for and also have the opportunity to develop, which strengthens their sense of satisfaction with their work (Paais & Pattiruhu, 2020). Leaders not only pay attention to performance aspects, but also to psychological well-being and individual development, as a result employees are cared for and also have the opportunity to develop, which strengthens their sense of satisfaction with their work (Sunarni & Sultoni, 2023). The results of this study support the importance of implementing servant leadership that provides subordinate satisfaction at work, especially in organizational environments that emphasize interpersonal relationships, employee well-being, and the development of collective values. The research findings align with this, confirming a strong relationship between servant leadership and employee job satisfaction. Other findings from Lee et al. (2018) Uktutias et al. (2022); Naa et al. (2022); Fathkhurrahman et al. (2024) consistently emphasizes that leaders who always serve will make subordinates feel satisfied in their work.

Servant leadership has a direct influence on employee retention

Respondents' responses from the empirical data obtained statistically indicated a high level of influence on these variables. After conducting inferential analysis, the results confirmed the hypothesis that servant leadership has a strong direct influence on employee retention. The implementation of this leadership within the organization has a positive impact on increasing employee expectations of remaining with the institution (Naa et al., 2022). Strengthening the leadership dimensions that prioritize service, listening, empathy, emotional healing, employee growth, and building community makes a real contribution to increasing employee loyalty and long-term commitment to the institution (Fathkhurrahman et al., 2024). Previous research findings have shown that servant leadership has a positive impact on employee retention. Several studies have produced similar findings, including Sheikh et al. (2021); Rehman et al. (2021) confirms a strong relationship between servant leadership and employee retention. Subordinates led by

leaders who prioritize service tend to feel valued, empowered, and more emotionally connected to the organization, thus having a higher likelihood of staying and reducing their intention to leave.

Organizational commitment has a direct impact on job satisfaction

Respondents' responses from the empirical data obtained statistically indicate a high level for these variables. Furthermore, the results of the inferential analysis confirmed the hypothesis that organizational commitment has a strong direct impact on job satisfaction. The findings indicate that increased employee commitment to the organization will impact feelings of satisfaction, which can lead to improved work performance (Qureshi et al., 2019). When they feel a sense of pride, they will feel a sense of belonging and commitment to striving to improve the institution or organization, and they will tend to feel happier in their workplace. Meanwhile, continuance commitment relates to the perception of the benefits gained by remaining in the organization, as well as the costs that would arise if they had to leave (Lo et al., 2024). Although rationally based, this form of commitment still contributes to job satisfaction by creating a sense of security and stability, particularly in terms of long-term work and careers. When employees feel a moral and ethical responsibility to their workplace, they tend to display a positive attitude toward their work and feel more satisfied in doing it (Moshabi et al., 2024). A strong commitment fosters a positive attitude, a sense of responsibility, and a spirit of sustained contribution, all of which ultimately lead to increased job satisfaction. Organizations that successfully build and maintain employee commitment through emotional, rational, and moral approaches are better able to maintain job satisfaction, loyalty, and long-term productivity. Various empirical findings confirm a strong relationship between organizational commitment and job satisfaction. This finding is in line with Nurjanah et al. (2024); Werang et al. (2024) consistently assert that organizational commitment has a strong direct impact on job satisfaction.

Organizational commitment directly influences employee retention

Respondents' responses from the empirical data collection statistically indicated a high level for these variables. Inferential analysis then confirmed the hypothesis that organizational commitment has

a strong direct impact on employee retention. This demonstrates that an individual's commitment to an organization impacts their confidence in remaining a member of that organization, leading to loyalty and productivity at work. Commitment is more likely to be built on relational relationships; employees feel a strong emotional bond with their institution, coworkers, and even their immediate superiors, which impacts their loyalty. Even if another institution offers better conditions, they will still be reluctant to leave (Kurniawaty et al., 2019). Retention is more influenced by leadership, a supportive work environment, and clarity of direction for career development and well-being (Batugal, 2019). In other words, organizational commitment needs to be strengthened through reward policies, consistent policy communication, and ongoing professional support to significantly contribute to increased employee retention. This finding aligns with the study Sitaniapessy et al. (2023); Pathan (2022) which shows that organizational commitment has a fairly strong impact on retention, meaning that the higher the level of commitment in an organization felt by employees, the stronger the employee's loyalty will be and they will make a big contribution to the organization.

Job satisfaction directly influences employee retention

Respondents' responses from empirical data indicate statistically high scores for these variables. Furthermore, inferential analysis confirms the hypothesis that job satisfaction has a very strong direct impact on employee retention. Research findings indicate that high levels of employee satisfaction can increase their commitment to remaining with the organization. Job satisfaction indicates the extent to which needs and desires are met, which ultimately influences their loyalty and decision to remain with the organization (Chiedu et al., 2022). Job satisfaction is related to challenging work, working conditions, supervision, job promotions, and compensation. Each indicator plays a strategic role in shaping employees' perceptions of the quality of their work experience. Challenges at work provide meaning, responsibility, and development opportunities. If the tasks they perform are interesting and provide room for growth, then engagement with the organization also increases (Rashid & Ilkhanizadeh, 2022). Support and quality of supervision also contribute to employee satisfaction. A supervisor who is communicative, fair, and able to provide

constructive guidance will undoubtedly strengthen interpersonal relationships and increase feelings of appreciation. This research aligns with previous findings that confirm that job satisfaction has a significant impact on employee retention. Several studies, such as Moshabi et al. (2024); Fahad et al. (2020); Syal et al. (2024) Studies have shown that satisfaction with the workplace and its environment, salary, promotion opportunities, the quality of relationships with superiors, and the type of work significantly influence each employee's decision to stay or move on. This is key to creating strong employee retention. An institution needs to commit to and evaluate itself in order to improve the factors that shape job satisfaction.

Servant leadership indirectly influences employee retention through job satisfaction

Respondents' responses in the previous discussion explained that statistically, the variables in the category were high in univariate analysis. The analysis then confirmed the hypothesis that servant leadership also indirectly impacts employee retention, mediated by job satisfaction. The findings demonstrate that when servant leadership principles are properly implemented through service, listening, empathy, emotional healing, employee growth, and community building, a supportive, inclusive, and harmonious environment is created. This environment increases employee job satisfaction, which in turn strengthens their desire to remain with the organization (Jim et al., 2024). Leaders need to prioritize service by striving to meet their employees' needs; while listening and empathy build strong interpersonal relationships and mutual trust. Emotional healing helps employees cope with work stress and personal issues, while a focus on employee growth provides opportunities for personal and career development (Ekhsan et al., 2022). Building community can create a sense of togetherness and social support in the workplace. Research that aligns with these findings confirms that servant leadership has a strong indirect impact on employee retention, mediated by job satisfaction. Ilmiah & Mildawani (2024); Nelson & Fitriana (2024) confirms that job satisfaction is a strong mediator in linking servant leadership to employee retention. Servant leadership has a very strong direct influence on satisfaction and retention, so that automatically, indirect methods also have an impact on retention mediated by job satisfaction (Firdaus et al., 2023). In this case, leaders who demonstrate service, actively listen,

empathize, provide emotional support, facilitate employee growth, and build a solid work community are able to create conducive and meaningful working conditions, which will have an impact on the emergence of satisfaction and subsequently have an impact on employee retention to remain in the organization.

Organizational commitment indirectly influences employee retention through job satisfaction

Respondents' responses in the previous discussion explained that statistically, the variables were in the high univariate category. Furthermore, the results of the structural-based inferential analysis confirmed the hypothesis that organizational commitment indirectly influences employee retention through job satisfaction. Research findings indicate that employees with strong affective, continuance, and normative commitment will experience satisfaction in their workplace, which in turn strengthens their decision to remain with an organization (Ly, 2024). The affective aspect encourages employees to feel emotionally attached. Continuing commitment makes employees consider the benefits and drawbacks of leaving the workplace. Normative commitment, on the other hand, fosters a sense of obligation to remain in the workplace (Moshabi et al., 2024). These three forms of commitment, when accompanied by satisfying work experiences such as support from superiors, conducive conditions, and recognition, can contribute to strong job satisfaction. High satisfaction is a strong mediating factor linking organizational commitment to retention (Lo et al., 2024). That is, organizational commitment may not be strong enough to directly influence retention, but when combined with adequate levels of job satisfaction, its effect becomes significant (Hermawan, 2022). This indicates that organizations need to ensure that employee commitment is accompanied by efforts to increase job satisfaction, such as through reward policies, career development opportunities, and harmonious work relationships. These findings align with study of Marlapa & Endri (2024); Rachman et al. (2022); Pratama et al. (2021) which shows that job satisfaction plays an important mediating role in the relationship between organizational commitment and employee retention. Thus, organizational commitment will only have a significant impact on retention if it is accompanied by increased employee job satisfaction.

Conclusion

Servant leadership has a strong direct influence on job satisfaction and employee retention. Organizational commitment has a strong influence on job satisfaction and employee retention. Job satisfaction has a very high direct influence on employee retention. Furthermore, servant leadership and organizational commitment have a significant indirect influence on employee retention, mediated by job satisfaction. This finding implies that if an organization's leaders are consistently committed to prioritizing good service to their employees, this will naturally create a sense of satisfaction, which will encourage their continued commitment and their continued efforts to achieve organizational goals.

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