

## ABSTRAK

Nama : RINA AFRIDA  
Program Studi : Program Magister Ilmu Manajemen  
Judul : **PENGARUH *SERVANT LEADERSHIP* DAN *HIGH PERFORMANCE WORK SYSTEM* TERHADAP *EMPLOYEE RETENTION* DAN *EMPLOYEE PERFORMANCE* DENGAN *EMPLOYEE ENGAGEMENT* SEBAGAI VARIABEL MEDIASI PADA RUMAH SAKIT SWASTA**

Penelitian ini mengkaji pengaruh *servant leadership* dan *High Performance Work System (HPWS)* terhadap *employee retention* dan *employee performance* dengan *employee engagement* sebagai variabel mediasi. Sampel dalam penelitian ini adalah pegawai rumah sakit swasta di Kota Medan sebanyak 138 orang. Data yang dikumpulkan melalui kuesioner dianalisis dengan metode analisis data yang menggunakan *Structural Equation Modeling (SEM)* yang dioperasionalkan dengan perangkat *Analysis of Moment Structure (AMOS)*. Hasil penelitian menunjukkan bahwa *servant leadership* dan *high performance work system* berpengaruh signifikan terhadap *employee engagement*, *employee retention* dan *employee performance*. *Employee engagement* berpengaruh langsung terhadap *employee retention* dan *employee performance*, kemudian dalam pengujian pengaruh tidak langsung *employee engagement* ditemukan berperan sebagai variabel pemediasi parsial dalam hubungan pengaruh *servant leadership* dan *High Performance Work System (HPWS)*. Hasil penelitian ini juga menunjukkan bahwa upaya meningkatkan *employee retention* dan *employee performance* dapat dilakukan dengan menerapkan *servant leadership* di mana trust merupakan indikator yang paling berpengaruh, penerapan HPWS juga berdampak pada *employee retention* dan *employee performance* dengan indikator yang paling berpengaruh adalah penerapan *selective staffing*. Hasil penelitian ini diharapkan mampu memperkuat landasan teoritis bagi pengembangan ilmu pengetahuan terutama bidang ilmu manajemen sumber daya manusia khususnya tentang *servant leadership* dan HPWS yang mempengaruhi *employee retention* dan *employee performance*, serta menjadi informasi penting bagi pimpinan rumah sakit swasta dalam penyusunan kebijakan atau keputusan managerial pada rumah sakit swasta dengan pengembangan *employee retention* dan *employee performance*.

**Kata Kunci** : *Servant Leadership, High Performance Work System, Employee Retention, Employee Engagement*

## **ABSTRACT**

*Name : RINA AFRIDA*  
*Study Program : Graduate Program in Management Science*  
*Title : THE INFLUENCE OF SERVANT LEADERSHIP AND HIGH-PERFORMANCE WORK SYSTEMS ON EMPLOYEE RETENTION AND EMPLOYEE PERFORMANCE, WITH EMPLOYEE ENGAGEMENT AS A MEDIATING VARIABLE IN PRIVATE HOSPITALS*

*This study investigates the impact of servant leadership and High-Performance Work Systems (HPWS) on employee retention and performance, with employee engagement as a mediating factor. The sample comprises 138 employees from private hospitals in Medan City. Data collected through questionnaires were analyzed using Structural Equation Modeling (SEM) with the Analysis of Moment Structure (AMOS) software. The findings reveal that servant leadership and HPWS significantly influence employee engagement, retention, and performance. Employee engagement directly contributes to retention and performance. Additionally, in indirect effects tests, employee engagement partially mediates the relationship between servant leadership and HPWS. The study suggests that enhancing employee retention and performance can be achieved through servant leadership, with trust being the most impactful indicator. The implementation of HPWS also affects retention and performance, with selective staffing being particularly influential. This research is expected to bolster the theoretical underpinnings of knowledge development, especially in human resource management. It provides crucial insights for private hospital leaders in formulating policies and managerial decisions to enhance employee retention and performance.*

**Keywords : Servant Leadership, High Performance Work System, Employee Retention, Employee Engagement**