

ABSTRACT

This study investigates the influence of servant leadership and organizational culture on burnout, with intrinsic motivation as a mediating variable, among student members of UKM Peduli Sosial Universitas Diponegoro. Utilizing a quantitative approach and Structural Equation Modeling – Partial Least Square (SEM-PLS) with SmartPLS 4.0, data was collected from 117 active student members.

The findings indicate that servant leadership does not have a direct significant effect on burnout. Similarly, organizational culture also does not directly influence burnout. However, the study reveals that intrinsic motivation significantly mediates the relationship between organizational culture and burnout. This suggests that a positive organizational culture fosters intrinsic motivation, which in turn helps reduce burnout among members. Conversely, intrinsic motivation was not found to mediate the relationship between servant leadership and burnout. This research underscores the importance of fostering intrinsic motivation through a supportive organizational culture to mitigate burnout in student organizations, suggesting that while leadership style is important, a strong internal drive nurtured by the organizational environment is crucial for members' well-being and resilience.

Keywords: *Servant Leadership, Organizational Culture, Intrinsic Motivation, Burnout*