

ABSTRACT

The aim of this study is to analyze the effect of servant leadership on employee performance, and workplace spirituality and organizational commitment as intervening variables, among teachers of Kanisius Foundation in Semarang, an institution that runs private schools (from grade to high levels) in the provinces of Central Java and the Special Region of Yogyakarta.

One hundred and seventy (170) valid responses of 519 of the whole population of teachers with not less than five year length of service in Kanisius Foundation were collected through questionnaires. They were asked to give information on their experiences of servant leadership, workplace spirituality, and organizational commitment. The school principals as the direct superiors of those teachers were given questionnaires on teachers' performance. Other relevant data about those teachers were collected from the Kanisius Foundation. Literatures related to the issues were also used in order to provide sound bases for understanding the matters discussed and analyzed. The method of data analysis in this study uses IBM SPSS AMOS 24.0 software.

The results of this study indicate that: 1) Spirituality at workplace or workplace spirituality has a positive but not significant effect on teachers' performance. 2) Organizational commitment has positive but not significant effect on teachers' performance. 3) Servant leadership has a positive and significant effect on workplace spirituality. 4) Servant leadership has a positive but not significant effect on organizational commitment. 5) Servant leadership has no positive and significant effect on teachers' performance. 6) Workplace spirituality has a positive and significant effect on organizational commitment.

Keywords: *Servant Leadership, Workplace Spirituality, Organizational Commitment, and Employee Performance.*