

ABSTRACT

This study aims to analyze the effect of servant leadership on job satisfaction with employee engagement as a mediating variable among employees of the outbound call center division at PT Infomedia Nusantara Bandung. This research uses a quantitative approach with descriptive and causal research types. The sampling technique employed is the census method with a total of 175 respondents. Data processing was carried out using SmartPLS 4.0 software, and the analytical method used was Structural Equation Modeling–Partial Least Square (SEM-PLS).

The results indicate that servant leadership has a positive and significant effect on both employee engagement and job satisfaction. Furthermore, employee engagement also has a positive and significant effect on job satisfaction. In addition, servant leadership has an indirect positive effect on job satisfaction through employee engagement as a mediating variable. These findings highlight the critical role of employee engagement in enhancing job satisfaction, particularly in high-pressure work environments such as the call center industry. This study is expected to provide both theoretical and practical contributions to the development of human resource management strategies.

Keywords: *Servant Leadership, Employee Engagement, Job Satisfaction, Call Center, Human Resources*