

ABSTRAK

URGENSI *AUTHENTIC LEADERSHIP* DAN *SERVANT LEADERSHIP* DALAM Mendukung *TEACHER FOLLOWERSHIP* UNTUK MENINGKATKAN *TEACHER WORK ENGAGEMENT*

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Work engagement telah menjadi perhatian para pemimpin dan manajer organisasi di seluruh dunia. Mereka mengenalinya sebagai salah satu elemen penting yang mempengaruhi efektivitas kerja sebuah organisasi. Oleh sebab itu, selama dua dekade terakhir jumlah studi dan penelitian tentang *work engagement* telah meningkat pesat. Akan tetapi hampir semua penelitian tersebut dilakukan pada sektor perusahaan dan organisasi lainnya, dan masih sedikit ditemukan penelitian tentang topik *work engagement* pada lembaga pendidikan khususnya di Indonesia. Penelitian ini bertujuan untuk mendeskripsikan urgensi *authentic leadership* dan *servant leadership* dalam mendukung *teacher followership* untuk meningkatkan *teacher work engagement*. Penelitian ini adalah penelitian kuantitatif survey dengan melibatkan responden sebanyak 378 guru ASN. Responden dipilih menggunakan teknik *multistage random sampling* dari populasi guru ASN yang bekerja pada jenjang SMA/SMK Negeri di provinsi Lampung. Data yang terkumpul selanjutnya dianalisis menggunakan teknik *Structural Equation Modelling* (SEM) dengan berbantuan aplikasi AMOS versi-23. Hasil penelitian ini menemukan bahwa (1) *authentic leadership* maupun *servant leadership* berpengaruh positif terhadap *teacher work engagement*; (2) *authentic leadership* maupun *servant leadership* berpengaruh positif dan signifikan terhadap *teacher followership*; (3) *teacher followership* berpengaruh positif dan signifikan terhadap *teacher work engagement*; dan (4) *teacher followership* secara signifikan memediasi pengaruh positif variabel *authentic leadership* maupun *servant leadership* terhadap *teacher work engagement*. Penelitian ini juga menemukan konseptualisasi baru tentang *teacher followership* sekaligus menghasilkan instrumen pengukuran baru tentang *teacher followership* yang bernama *Teacher Followership Scale (TFS; 16 item)*.

Kata kunci: *authentic leadership, servant leadership, teacher followership, teacher work engagement.*

ABSTRACT

THE URGENCY OF AUTHENTIC LEADERSHIP AND SERVANT LEADERSHIP IN SUPPORTING TEACHER FOLLOWERSHIP TO IMPROVE TEACHER WORK ENGAGEMENT

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Low teacher work engagement in the educational sphere is associated with absenteeism, low work morale, and poor quality of services provided to students. Teachers with high levels of work engagement show higher levels of organizational commitment and are twice as productive as those who are not engaged in their work. Therefore, work engagement is seen as one way to increase commitment, performance and optimal service quality. This research aims to describe the urgency of authentic leadership and servant leadership in supporting teacher followership to increase teacher work engagement. This research is a quantitative survey research involving 378 teachers as respondents. Respondents were selected using a multistage random sampling technique from the population of ASN teachers who work at the State High School/Vocational School level in Lampung province. The collected data was then analyzed using the Structural Equation Modeling (SEM) technique with the help of the Amos version-23 application. The results of this research found that (1) authentic leadership and servant leadership have a positive effect on teacher work engagement; (2) authentic leadership and servant leadership have a positive and significant effect on teacher followership; (3) teacher followership has a positive and significant effect on teacher work engagement; and (4) teacher followership significantly mediates the positive influence of the authentic leadership and servant leadership variables on the teacher work engagement variable. This research also found a new conceptualization of teacher followership as well as producing a new measurement instrument for teacher followership called the Teacher Followership Scale (TFS; 16 items).

Key words: *authentic leadership, servant leadership, teacher followership, teacher work engagement.*