

## **ABSTRACT**

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### **"THE INFLUENCE OF SPIRITUAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON WORK ENGAGEMENT OF CHRISTIAN TEACHERS WITH MEDIATION OF EMPLOYEE SELF REGULATION IN XYZ SCHOOLS"**

The role of teachers in improving the quality of education is important, therefore a teacher needs to have work engagement to maximize their role. Improving teachers' work engagement is not only the personal responsibility of teachers, but can be influenced by leadership models and organizational culture. Meanwhile, the effect or not can be shown through the characteristics of teachers who have the willingness to improve their quality through self-regulation. This study aims to examine how significant the influence of spiritual leadership and organizational culture is on the work engagement of Christian teachers at XYZ School, with the mediation of employee self-regulation. This study uses a quantitative approach, data from 37 teachers at XYZ school, through 68 questionnaire items. The data results were processed using IBM SPSS 27, the data results were interpreted with the path coefficient to determine the effect of each variable. The results show: 1) There is a positive influence of spiritual leadership on employee self-regulation. 2) There is no positive influence of organizational culture on employee self-regulation. 3) There is a positive influence of spiritual leadership on work engagement. 4) There is a moderately positive influence of organizational culture on work engagement. 5) There is a positive influence of employee self-regulation on work engagement. 6) There is a positive influence of spiritual leadership.

**Keywords:** work engagement, spiritual leadership, organizational culture, and employee self-regulation.

## ABSTRAK

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### **“PENGARUH KEPEMIMPINAN SPIRITUAL DAN BUDAYA ORGANISASI TERHADAP *WORK ENGAGEMENT* GURU KRISTEN DENGAN MEDIASI *EMPLOYEE SELF REGULATION* DI SEKOLAH XYZ”**

Peran guru meningkatkan kualitas pendidikan merupakan hal penting, oleh karena itu seorang guru perlu memiliki *work engagement* untuk memaksimalkan perannya. Meningkatkan *work engagement* guru tidak hanya tanggung jawab pribadi guru, tetapi dapat dipengaruhi oleh model kepemimpinan dan budaya organisasi. Sedangkan, berpengaruh atau tidaknya dapat ditunjukkan melalui karakteristik guru yang memiliki kemauan meningkatkan kualitas dirinya melalui regulasi diri. Penelitian ini bertujuan untuk menguji seberapa signifikan pengaruh kepemimpinan spiritual dan budaya organisasi terhadap *work engagement* guru Kristen di Sekolah XYZ, dengan mediasi regulasi diri karyawan. Penelitian ini menggunakan pendekatan kuantitatif, data dari 37 guru di sekolah XYZ, melalui 68 item kuesioner. Hasil data diolah dengan menggunakan IBM SPSS 27, hasil data diinterpretasikan dengan koefisien jalur untuk mengetahui pengaruh setiap variabel. Hasil menunjukkan: 1) Terdapat pengaruh positif kepemimpinan spiritual terhadap regulasi diri karyawan. 2) Tidak terdapat pengaruh positif budaya organisasi terhadap regulasi diri karyawan. 3) Terdapat pengaruh positif kepemimpinan spiritual terhadap *work engagement*. 4) Terdapat pengaruh yang cukup positif budaya organisasi terhadap *work engagement*. 5) Terdapat pengaruh positif *employee self regulation* terhadap *work engagement*. 6) Terdapat pengaruh positif dari kepemimpinan spiritual terhadap *work engagement* dengan mediasi *employee self regulation*. 7) Tidak terdapat pengaruh positif dari budaya organisasi terhadap *work engagement* dengan mediasi *employee self regulation*.

Kata Kunci: *work engagement*, kepemimpinan spiritual, budaya organisasi, dan *employee self regulation*.