

# CHAPTER I

## INTRODUCTION

### A. Research Background

Successful organizations have their own success in achieving organizational goals. One of the important aspects of the organization is related to function control, namely human resources. Human resources at the educational level, namely educators, play an important role in education. In principle, the task of a teacher is to educate, discipline and set a good example for students.

More than 70 countries around the world are participating in the Program for International Student Assessment (PISA), a study to assess education systems initiated by the Organization for Economic Co-operation and Development (OECD). Based on the 2018 PISA results, the education system in Indonesia is ranked in the bottom 10 of the 79 participating countries in PISA 2018.

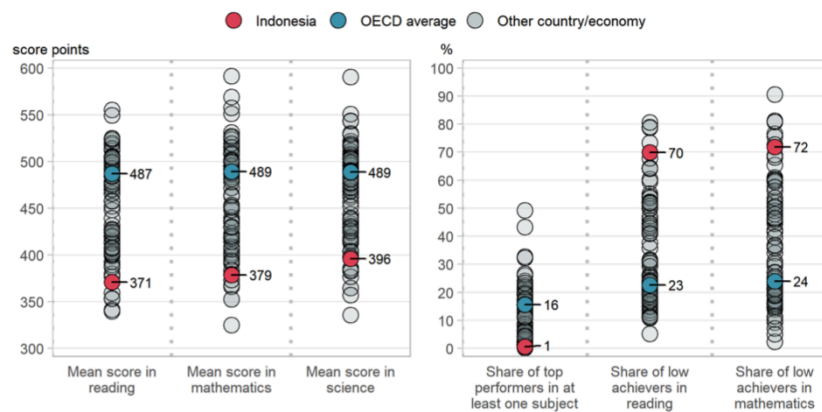


Figure 1.1 Snapshot of performance in reading mathematics, and science

Source: OECD, PISA 2018

Based on these data, it can be concluded that the quality of education in Indonesia is still low. One of the factors in improving the quality of education is educators or teachers. Based on PUSPENDIK policy treatise No. 3 of 2021, some of the results of clustered group discussions stated that teacher competency and teaching preparation would increase teacher enthusiasm for the work they were doing. The position of the headmaster is also very decisive in motivating teachers so that teachers can have good performance.

Yogyakarta is one of the successions with a complete number of educational institutions, including PAUD, SD, SMP, SMA/SMK, and SLB. For the education system in Yogyakarta province to run according to the goals to be achieved, the local government must pay attention to factors that can improve the quality of education in Yogyakarta. Improving the quality of education is one way to get quality human resources, one of which is the quality of educators or teachers.

In this case, the improvement of educational standards for teaching staff or teachers is very important for student learning and school quality because it is the main determinant in determining the quality of graduates for students. According to (Anitha, 2014; Dajani, 2015) in (Al-Dmour et al., 2018), work engagement is an emotional connection and a positive attitude towards one's work and the organization and having the determination to achieve goals. Of course, work engagement has an important role in an organization because it can contribute to achieving the goals to be achieved. According to (Devendhiran & Wesley, 2017) in (Saripudin & Rosari, 2019), spiritual values are currently seen as factors that can increase employee engagement and performance in organizations. Considering the

spiritual needs of employees in their work encourages people to find value and Meaning in their work. Of course, high spiritual Leadership can encourage educators to be passionate about their work and find Meaning in their work. According to (Tobroni,2015), hospitals, schools, and other non-profit organizations carry out their duties not only for financial gain but also for social good.

Another factor that influences spiritual Leadership is psychological Empowerment. Empowerment is created when a leader trusts and shares authority. Amundsen and Martinsen (2014) in (Syahrul 2020) define leadership empowerment as a leader's behavior that affects employee performance by providing authority support to employees such as coordination, information sharing, motivation, and supporting the development of their inspiration. To encourage the ability of the workforce, must consider aspects of psychological Empowerment. Thomas and Velthouse (1990) in (Muduli & Pandya, 2018) argue that when individuals feel empowered, they will have persistence in working.

Law No. 20 of 2003 states that education is a conscious and planned effort to create an environment and learning process that enables students to actively realize their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and the skills they need. Society, nation, and state. In accordance with the mission of the Muhammadiyah Primary and Secondary Education Council, which can organize superior education as well as behavior that is faithful and pious in accordance with the Koran and hadith. Because of this, of course, educators have the Dedication to be able to achieve educational goals which can educate people's lives.

Therefore, work engagement is an important factor in terms of teaching quality which can determine the quality of education for students. Researchers are interested in this problem because researchers want to know how to implement a spiritual leadership system in the scope of education and psychological Empowerment that can affect teacher engagement in the learning process. Therefore, researchers will conduct research with the title "The Influence of Spiritual Leadership on Work Engagement with Psychological Empowerment as Variable Intervening."

#### **B. Research Problem Formulation**

1. What Spiritual Leadership has a positive effect on Work Engagement?
2. What Spiritual Leadership has a positive effect on Psychological Empowerment?
3. What Psychological Empowerment has a positive effect on Work Engagement?
4. What Spiritual Leadership has a positive effect on Work Engagement with Psychological Empowerment as an intervening variable?

#### **C. Research Objectives**

1. To analyze the influence of Spiritual Leadership on Work Engagement?
2. To analyze the influence of Spiritual Leadership on Psychological Empowerment?
3. To analyze the influence of Psychological Empowerment on Work Engagement?

4. To analyze the influence of Spiritual Leadership on Work Engagement with Psychological Empowerment as an intervening variable?

**D. Research Benefits**

1. Theoretical

Benefits The expected benefits are to be able to provide information related to variables that affect work engagement, contribute to science in the field of human resources, and become an additional value in the world of education.

2. Practical Benefits

This research is expected to be a reference for dissecting Spiritual Leadership and Psychological Empowerment to Work Engagement, especially for teachers at Muhammadiyah Junior High School in Yogyakarta.