

## ABSTRAK

Tujuan penelitian ini adalah untuk menganalisis pengaruh secara langsung kepemimpinan transformasional terhadap kinerja guru, pengaruh secara langsung religiusitas terhadap kinerja guru, pengaruh secara langsung keadilan prosedural terhadap kinerja guru, pengaruh secara langsung spiritualitas terhadap kinerja guru, pengaruh kepemimpinan transformasional terhadap kinerja guru dengan dimediasi OCB, pengaruh religiusitas terhadap kinerja guru dengan dimediasi OCB, pengaruh keadilan prosedural terhadap kinerja guru dengan dimediasi OCB, pengaruh spiritualitas terhadap kinerja guru dengan dimediasi OCB pada para pendidik di tiga yayasan penyelenggara pendidikan, yaitu Yayasan Salib Suci, Yayasan Putra Nirmala dan Yayasan Margaasah Talenta. Pegawai di ketiga Yayasan ini terdiri dari 132 orang guru. Sampel dalam penelitian ini adalah para guru SMA pada ketiga Yayasan tersebut. Jumlah sampel dihitung dengan persamaan Slovin dan didapatkan hasil sebanyak 99 sampel. Teknik sampling dilakukan dengan *proportionate non random sampling*. Pengumpulan data dilakukan dengan penyebaran angket ke tujuh SMA pada ketiga Yayasan tersebut. Penelitian ini menggunakan pendekatan kuantitatif. Teknik analisis data menggunakan PLS, dengan aplikasi *Smart PLS-3*. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional secara langsung tidak berpengaruh terhadap kinerja guru, religiusitas secara langsung tidak berpengaruh terhadap kinerja guru, keadilan prosedural secara langsung berpengaruh positif terhadap kinerja guru, spritualitas secara langsung berpengaruh positif terhadap kinerja guru, kepemimpinan transformasional tidak berpengaruh terhadap kinerja guru dengan dimediasi oleh OCB, religiusitas tidak berpengaruh terhadap kinerja dengan oleh OCB, keadilan procedural berpengaruh positif terhadap kinerja dengan dimediasi sebagian oleh OCB, serta spiritualitas berpengaruh positif terhadap kinerja dengan dimediasi sebagian oleh OCB.

Kata Kunci: Kepemimpinan Transformasional, Religiusitas, Keadilan Prosedural, Spiritualitas, Organizational Citizenship Behavior, Kinerja Guru

**ABSTRACT**

*The purpose of this research is to analyze the direct influence of transformational leadership on teacher performance, the direct influence of religiosity on teacher performance, the direct influence of procedural justice on teacher performance, the direct influence of spirituality on teacher performance, the influence of transformational leadership on teacher performance mediated by OCB, the influence of religiosity on teacher performance mediated by OCB, the influence of procedural justice on teacher performance mediated by OCB, and the influence of spirituality on teacher performance mediated by OCB among educators in three educational foundations: Salib Suci Foundation, Putra Nirmala Foundation, and Margaasah Talenta Foundation. The employees in these three Foundations consist of 132 teachers. The sample in this study consists of high school teachers in the three mentioned Foundations. The sample size was calculated using the Slovin equation and resulted in a total of 99 samples. The sampling technique employed was proportionate nonrandom sampling. Data collection was conducted by distributing questionnaires to seven high schools within the three Foundations. This research utilized a quantitative approach. The data analysis technique employed was Partial Least Squares (PLS), using the Smart PLS-3 application. The research findings indicate that transformational leadership does not have a direct influence on teacher performance, religiosity does not have a direct influence on teacher performance, procedural justice has a direct positive influence on teacher performance, and spirituality has a direct positive influence on teacher performance. Furthermore, transformational leadership does not influence teacher performance when mediated by OCB, religiosity does not influence teacher performance when mediated by OCB, procedural justice has a positive influence on performance with partial mediation by OCB, and spirituality has a positive influence on performance with partial mediation by OCB.*

*Keywords: Transformational Leadership, Religiosity, Procedural Justice, Spirituality, Organizational Citizenship Behavior, Teacher Performance*

