

**MODEL KEPEMIMPINAN *AUTHENTIC*  
DENGAN MODERATOR *NEURO-LINGUISTICS PROGRAMMING*  
DALAM PENINGKATAN MOTIVASI, IKLIM ORGANISASI  
DAN KINERJA GURU**

DISERTASI

*Diajukan untuk memenuhi salah satu syarat mendapatkan gelar  
Doktor Administrasi Pendidikan*



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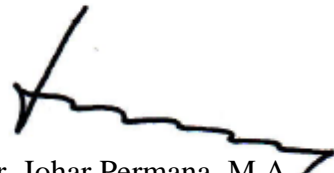
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## HALAMAN PERNYATAAN KEASLIAN DISERTASI

Dengan ini saya menyatakan bahwa disertasi dengan judul, “*MODEL KEPEMIMPINAN AUTHENTIC DENGAN MODERATOR NEURO-LINGUISTICS PROGRAMMING DALAM PENINGKATAN MOTIVASI, IKLIM ORGANISASI DAN KINERJA GURU*” ini beserta seluruh isinya adalah benar-benar karya saya sendiri. saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan. Atas pernyataan ini, saya siap menanggung risiko/sanksi apabila di kemudian hari ditemukan adanya pelanggaran etika keilmuan atau ada klaim dari pihak lain terhadap keaslian karya saya ini.

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## ABSTRAK

Penelitian ini menguji pengaruh keterampilan komunikasi kepala sekolah yang dimoderatori oleh *neuro-linguistics programming* (NLP), dan kepemimpinan otentik mereka, terhadap peningkatan motivasi, kinerja, dan iklim organisasi guru. Sampel sebanyak 34 kepala sekolah dan 170 guru SMA dari 34 sekolah di diminta untuk menjawab kuesioner. Pemodelan persamaan struktural mengidentifikasi hubungan antara dua konstruksi– Skala Kuesioner Kepemimpinan Otentik Walumba dan Skala Peringkat Komunikasi & Teknik Pemrograman Neuro-Linguistik Suhányi serta tiga variabel lainnya. Studi ini mengkonfirmasi proposisi teoretis bahwa keterampilan komunikasi kepala sekolah yang dimoderatori oleh NLP dan perilaku kepemimpinan otentik mereka merupakan faktor yang berpengaruh berkaitan dengan motivasi, kinerja, dan iklim organisasi guru. Hasil penelitian menunjukkan bahwa keterampilan komunikasi NLP moderat secara positif sehingga memperkuat pengaruh kepemimpinan otentik terhadap variabel iklim organisasi dan motivasi guru. Namun, NLP tampaknya tidak memoderasi kepemimpinan otentik pada kinerja guru karena keterbatasan durasi penelitian. Ternyata pengukuran peningkatan kinerja pribadi secara akurat membutuhkan waktu penelitian yang lebih lama. Sebagai output penelitian, peneliti menawarkan model *EMBRACE* sebagai alternatif model komunikasi kepemimpinan autentik yang diharapkan dapat berguna demi pengembangan serta pertumbuhan khasanah keilmuan di bidang Administrasi Pendidikan.

*Kata kunci: Pemimpin Pendidikan, Kepemimpinan Otentik, Keterampilan Komunikasi, Neuro-Linguistics Programming, Motivasi Guru, Kinerja Guru, Iklim Sekolah*

## ABSTRACT

This paper reports on a study that examined the effect of school principals' communication skills moderated by neuro-linguistics programming (NLP), and their authentic leadership, on improving teachers' motivation, performance and organizational climate. A sample of 34 principals and 170 high school teachers from 34 schools in Indonesia was approached and invited to respond to questionnaires. Structural equation modelling identified the relationships between two constructs—Walumba's Authentic Leadership Questionnaire Scale and Frankovský, Birknerová, Benková and Suhányi's Neuro-Linguistics Programming Technique & Communication Rating Scale— and between the dimensional levels. The study confirmed the theoretical proposition that principals' communication skills moderated by NLP and their authentic leadership behaviour are influential factors with regard to teachers' motivation, performance and organizational climate. The study results show that NLP communication skills moderates positively so as to strengthen the influence of authentic leadership on organizational climate variables and teachers' motivation. However, the NLP Assessment & Communication Skills apparently did not moderate authentic leadership on teacher performance due to the limitation of research duration, as personal performance improvement required a longer time to be able to accurately measure. As a research output, the researcher offers the EMBRACE model as an alternative to an authentic leadership communication model which is expected to be useful for the development and growth of scientific treasures in the field of Educational Administration.

*Keywords: Educational Leaders, Authentic Leadership, Communication Skills, Neuro-Linguistics Programming, Teachers' Motivation, Teachers' Performance, School Climate.*

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Rita Anggorowati, 2021

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