

The role of servant leadership and work engagement in improving extra-role behaviour and teacher performance

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The role of servant leadership and work engagement in improving extra-role behaviour and teacher performance

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Abstract: The maximum performance of the teachers is a strategic key for schools to realise the objectives of their organisations. This study aimed to provide empirical evidence regarding several essential factors that affect teacher performance, i.e. servant leadership, work engagement, and extra-role behaviour. Besides, this study also investigated the direct and indirect effects of servant leadership behaviour on improving the performance of permanent teachers in high schools and vocational high schools of the cities in East Java and the eastern part of Central Java. Using the t-test and path analysis with the p-values < 0.050 and all t-values > 2.000, the results obtained was that the practice of servant leadership principals directly and positively affects work engagement, extra-role behaviour, and teacher performance. The results of the tests proved that extra-role behaviour and employee performance could be improved through the practice of servant leadership and increased work engagement.

Keywords: servant leadership; work engagement; extra-role behaviour; ERB; teacher performance.

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Biographical notes: Yustinus Budi Hermanto is a permanent Lecturer in Management Study program at Faculty of Economics, Darma Cendika Catholic University Surabaya and obtained his Doctor in Economics at Merdeka University Malang-Indonesia, in 2012. He specialises in human resource management, management information systems and business communication.