

**MEDIATING ROLE OF JOB SATISFACTION IN
LEADERSHIP STYLE AND ORGANIZATIONAL
COMMITMENT RELATIONSHIP: A STUDY IN PESANTREN
DARUNNAJAH, INDONESIA**

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STYLE AND ORGANIZATIONAL COMMITMENT
RELATIONSHIP: A STUDY IN PESANTREN DARUNNAJAH,
INDONESIA**

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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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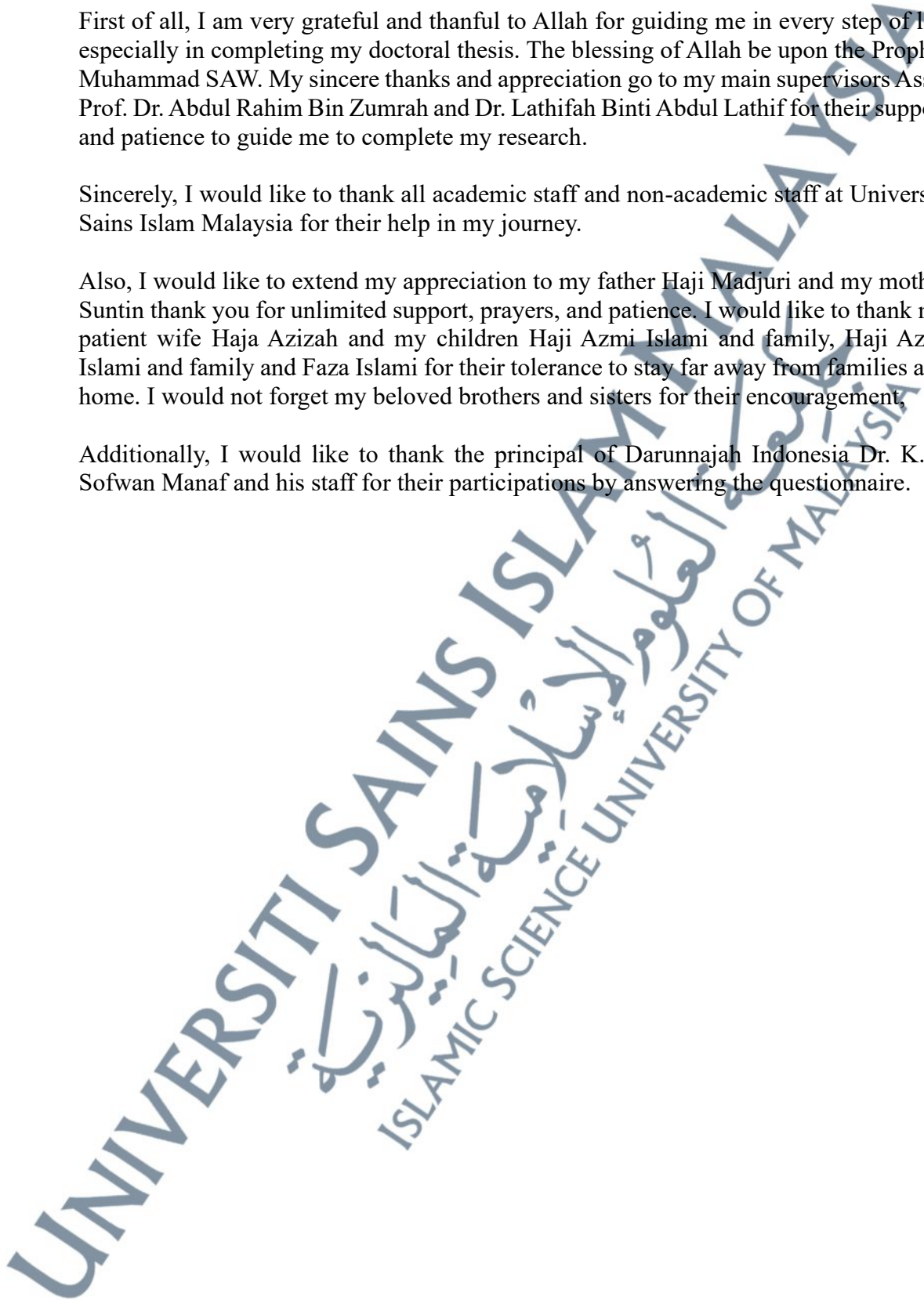
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ABSTRAK

Kajian ini dijalankan untuk memahami hubungan antara gaya kepemimpinan, kepuasan kerja, dan komitmen organisasi di dalam konteks *Pesantren* di Indonesia. Secara khususnya, terdapat lima objektif di dalam kajian ini. Pertama, untuk mengenalpasti tahap gaya kepemimpinan karismatik, transformasi dan autokratik di kalangan Kyai di *Pesantren*, Indonesia. Kedua, untuk mengkaji kesan gaya kepemimpinan karismatik, transformasi dan autokratik kepada kepuasan kerja. Ketiga, untuk mengkaji kesan gaya kepemimpinan karismatik, transformasi dan autokratik kepada komitmen organisasi. Keempat, untuk mengkaji kesan kepuasan kerja kepada komitmen organisasi. Kelima, menilai peranan kepuasan kerja sebagai pengantara di dalam hubungan antara gaya kepemimpinan karismatik, transformasi, autokratik dan komitmen organisasi. Kajian ini mengaplikasikan rekabentuk kajian kuantitatif. Data kajian ini dikumpul melalui soal selidik terhadap 556 orang Pendidik dari 4 cawangan Pesantren Darunnajah Indonesia. Responden kajian ini telah dipilih daripada populasi menggunakan teknik persampelan kluster. Soal selidik bagi kajian ini telah dibangunkan berdasarkan soalan yang telah dibangunkan oleh kajian terdahulu. Data kajian ini dianalisis menggunakan analisis regresi beberapa kali untuk menguji hipotesis kajian. Kaedah analisis regresi hierarki pula digunakan untuk menguji hipotesis pengantaraan. Kajian ini mendapati terdapat hubungan yang signifikan antara kepemimpinan karismatik (β : 0.112; t value: 4.318), kepemimpinan transformasi (β : 0.753; t value: 28.012), dan kepemimpinan autokratik (β : 0.082; t value: 3.314) terhadap komitmen organisasi. Di samping itu, kepemimpinan karismatik (β : 0.104; t value: 4.275), kepemimpinan transformasi (β : 0.769; t value: 30.601), dan kepemimpinan autokratik (β : 0.112; t value: 4.832) juga mempunyai hubungan yang signifikan dengan kepuasan kerja. Akhir sekali, kajian ini mendapati kepuasan kerja memainkan peranan sebagai pengantara di dalam hubungan antara kepemimpinan karismatik, kepemimpinan transformasi, kepemimpinan autokratik dan komitmen organisasi. Kajian ini mengembangkan literatur sedia ada berkaitan hubungan antara kepemimpinan karismatik, transformasi, autokratik, kepuasan kerja dan komitmen organisasi dalam konteks *pesantren* di Indonesia, khususnya peranan kepuasan kerja sebagai pengantara di dalam hubungan tersebut.

ABSTRACT

This study aims to determine the relationships between leadership style, job satisfaction, and organizational commitment within the context of a *pesantren* in Indonesia. In specific, there were five research objectives. First, to determine the level of charismatic, transformational, and autocratic leadership styles among the Kyai. Second, to examine the effects of charismatic, transformational, and autocratic leadership styles on job satisfaction. Third, to examine the effects of charismatic, transformational, and autocratic leadership styles on organizational commitment. Fourth, to examine the effect of job satisfaction on organizational commitment. Fifth, to assess the mediating role of job satisfaction between charismatic, transformational, and autocratic leadership styles with organizational commitment. The quantitative methodology and correlational research design was employed. Research data were collected through a questionnaire from 556 educators from four branches of Pesantren Darunnajah, Indonesia. Respondents were selected using the cluster sampling technique. The questionnaire was developed based on the previously established scales. The data were analyzed using multiple regression analysis to test the hypotheses. Hierarchical regression analysis was applied to test the mediation hypotheses. It was found that there was a significant relationship between charismatic leadership (β : 0.112, t : 4.318), transformational leadership (β : 0.753, t : 28.012), autocratic leadership (β : 0.082, t : 3.314) and organizational commitment. Charismatic leadership (β : 0.104, t : 4.275), transformational leadership (β : 0.769, t : 30.601), and autocratic leadership (β : 0.112; t : 4.832) also had significant relationships with job satisfaction. In addition, job satisfaction had a significant relationship with organizational commitment. Finally, job satisfaction mediated between charismatic leadership, transformational leadership, and autocratic leadership with organizational commitment. This study extends the literature about the relationships between charismatic, transformational, and autocratic leadership styles with job satisfaction and organizational commitment in the context of *pesantren* in Indonesia. It also contributes empirical evidence on the role of job satisfaction as a mediator in the relationships.

الملخص

إن الحاجة ماسة إلى البحث عن أسلوب الرئاسة الرضا الوظيفي والالتزام التنظيمي خاصة لدى المعاهد الإسلامية بإندونيسيا. على وجه التحديد، في هذه الدراسة خمسة أهداف. : أولاً، لدراسة مستوى أسلوب الرئاسة الكاريزمية والتحويلية والاستبدادية لدى مديري المعاهد. ثانياً، دراسة تأثير أساليب الرئاسة الكاريزمية والتحويلية والاستبدادية على الرضا الوظيفي. ثالثاً، دراسة تأثير أساليب الرئاسة الكاريزمية والتحويلية والاستبدادية على الالتزام التنظيمي، رابعاً، دراسة أثر الرضا الوظيفي على الالتزام التنظيمي. خامساً، تقييم دور الرضا الوظيفي كوسيط في العلاقة بين أسلوب الرئاسة الكاريزمية والتحويلية والاستبدادية والالتزام التنظيمي. تطبق هذه الدراسة تصميم البحث الكمي. تم جمع بيانات هذه الدراسة من خلال استبيان على 556 معلماً من 4 فروع لمعهد دار النجاح الإسلامي بإندونيسيا تم اختيار أفراد هذه الدراسة من بين السكان باستخدام تقنية أخذ العينات العنقودية. وقد تم تطوير استبيان هذه الدراسة بناء على الأسئلة التي تم تطويرها من خلال الدراسات السابقة. وقد تم تحليل بيانات هذه الدراسة باستخدام تحليل الانحدار عدة مرات لاختبار فرضية البحث. وأيضاً تم استخدام طريقة تحليل الانحدار الهرمي لاختبار فرضية الوساطة. وقد توصلت الدراسة إلى وجود علاقة ذات دلالة إحصائية بين الرئاسة الكاريزمية ($\beta: 0.112$ ؛ $t \text{ value}: 4.318$) والرئاسة التحويلية ($\beta: 0.753$ ؛ $t \text{ value}: 28.012$) والرئاسة الأوتوقراطية ($\beta: 0.082$ ؛ $t \text{ value}: 3.314$) والالتزام التنظيمي. بالإضافة إلى ذلك، فإن الرئاسة الكاريزمية ($\beta: 0.104$ ؛ $t \text{ value}: 4.275$)، والرئاسة التحويلية ($\beta: 0.769$ ؛ $t \text{ value}: 30.601$)، والرئاسة الاستبدادية ($\beta: 0.112$ ؛ $t \text{ value}: 4.832$) لها أيضاً علاقة مهمة بالرضا الوظيفي. فضلاً على ذلك، توصلت هذه الدراسة إلى أن الرضا الوظيفي يلعب دوراً كوسيط في العلاقة بين الرئاسة الكاريزمية والرئاسة التحويلية والرئاسة الاستبدادية والالتزام التنظيمي. تعمل هذه الدراسة على تطوير الأدبيات الموجودة المتعلقة بالعلاقة بين الرئاسة الكاريزمية والتحويلية والاستبدادية والرضا الوظيفي والالتزام التنظيمي في سياق المعاهد في إندونيسيا، وتحديدًا دور الرضا الوظيفي كوسيط في العلاقة. توصلت هذه الدراسة إلى أن الرضا الوظيفي يلعب دوراً كوسيط في العلاقة بين الرئاسة الكاريزمية والرئاسة التحويلية والرئاسة الاستبدادية والالتزام التنظيمي. تعمل هذه الدراسة على تطوير الأدبيات الموجودة المتعلقة بالعلاقة بين الرئاسة الكاريزمية والتحول والرضا الوظيفي الاستبدادي والالتزام التنظيمي في سياق المدارس الإسلامية الداخلية في إندونيسيا، وتحديدًا دور الرضا الوظيفي كوسيط في العلاقة.

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