THE EFFECT OF PRINCIPAL’S LEADERSHIP STYLE TOWARD TEACHERS’ JOB SATISFACTION AND INTENTION TO LEAVE (EXPLORATORY STUDY ON JOY ENGLISH SURABAYA)

A THESIS

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WIDYA MANDALA CATHOLIC UNIVERSITY
SURABAYA
2017
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In Partial Fulfillment of the Requirements for the Degree of Magister Management

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ACKNOWLEDGEMENTS

That I am finally allowed to sit for the thesis examination is due to the help, encouragements and even the sufferings of many people. Above all I would like to thank my almighty Lord, Jesus Christ, for His Grace, Love, Providence and Guidance throughout my life and my studies. I also would like to express my deepest gratitude and appreciation to:

1. Prof. Dr. J.S. Ami Soewandi as the Director of Graduate School Widya Mandala Catholic University Surabaya
2. Dr. Christina Esti Susanti, SE., MM., CPM(AP). as the Head of Magister Management Graduate School Widya Mandala Catholic University Surabaya
3. Dr. Fenika Wulani, my thesis advisor, who has guided me in doing my thesis by giving comments and suggestions and been willing to spend her valuable time in examining my thesis.
4. Prof. Budiman and Bu Lena Elitan, my thesis examiners, who have helped me in examining my thesis thoroughly and given me suggestions on how to improve it.
5. All the lecturers of Graduate School Widya Mandala Catholic University Surabaya who have shared knowledge and experience with me.
6. My beloved father, Andi Hartono; my lovely mother, Ni Putu Darsi; my eldest brother, Christian Raharja; my elder brother, Andreas Raharja, and my relatives who never stop supporting me in doing and finishing my thesis.
7. My best friends, Fungky, Angel, Mommy Ida, Novina, Andrew, Dicky, Selvi and many more, for helping me finish my thesis through time and supporting, motivating and praying, and giving me some valuable suggestions.
8. My co-workers, Ms. Dicta, Ms. Shantia, Ms. Stephanie, Ms. Nanik, Ms. Jeje, Ms. Jessica, Ms. Melissa and Ms.Tika for their tolerance, understanding and trust during the process of finishing my thesis.

Finally, I also would like to thank those whose name unmentioned for giving me their time, supports, motivations, suggestions and pray in finishing my thesis. For those who are mentioned and unmentioned, this thesis is dedicated.

Surabaya, 23 February 2017

Octaviyani Raharja, S.Pd.
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The Effect of Principal’s Leadership Style toward Teachers’ Job Satisfaction and Intention to Leave
(Exploratory Study on Joy English Surabaya)

ABSTRACT

This study examined the principal’s leadership style and its effect toward teachers’ job satisfaction and intention to leave. Specifically, the principal of Joy English was chosen as the subject of the study, whereas the principal’s leadership style was the object of the study. The informants were teachers who had been supervised for more than four semesters.

The informants were asked to fill in the questionnaires and come to an interview for ensuring their answers. The interview were recorded and transcribed to collect the data related to principals’ leadership style and characteristics; teachers’ job satisfaction and teachers’ intention to leave. In categorizing and analyzing the data, six common leadership styles were used as the guidelines. Besides, the theory of job satisfaction and intention to leave were used to dig out the effect of leadership styles toward those two variables.

From this study, it is found that the principal of Joy English tended to possess the transformational leadership style. However, different from other previous studies and theoretical concept, the transformational leadership style did not bring a positive impact toward teachers’ job satisfaction. In fact, it raised teachers’ intention to leave.

Keywords: Leadership Style, Transformational Leadership, Teachers’ Job Satisfaction, Teachers’ Intention to Leave
The Effect of Principal’s Leadership Style toward Teachers’ Job Satisfaction and Intention to Leave
(Exploratory Study on Joy English Surabaya)

ABSTRAK

Penelitian ini membahas gaya kepemimpinan kepala sekolah dan efeknya terhadap kepuasan kerja guru dan intention to leave guru. Secara khusus, kepala sekolah Joy English dipilih sebagai subjek penelitian dan gaya kepemimpinan merupakan obyek penelitian. Informan dalam penelitian ini adalah guru-guru yang sudah berada di bawah kepemimpinan kepala sekolah selama lebih dari empat semester.

Informan diminta mengisi kuisioner dan bersedia di interview untuk mencocokkan jawaban mereka. Interview tersebut kemudian direkam dan ditranskrip sebagai data yang berhubungan dengan gaya kepemimpinan dan karakternya; kepuasan kerja guru dan intention to leave guru. Enam teori gaya kepemimpinan yang sering digunakan dalam kebanyakan penelitian digunakan sebagai panduan dalam mengkategorikan dan menganalisa data. Selain itu, teori kepuasan kerja dan intention to leave digunakan untuk menggali efek gaya kepemimpinan terhadap dua variabel tersebut.

Penelitian ini memberi hasil bahwa kepala sekolah Joy English cenderung memiliki gaya kepemimpinan transformasional. Berbeda dengan penelitian-penelitian sebelumnya dan teori, gaya kepemimpinan transformasional kali ini tidak membawa efek positif bagi kepuasan kerja guru. Sebaliknya, intention to leave guru semakin meningkat.

Kata Kunci: Gaya Kepemimpinan, Kepemimpinan Transformasional, Kepuasan Kerja Guru Intention to Leave Guru