

# Charismatic Leadership and Organizational Commitment Mediated by Job Satisfaction Among Pesantren

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Received March 10, 2025, Accepted May 25, 2025

## Abstract

**Purpose** -Charismatic leadership is often regarded as a central leadership model in *pesantren*, especially due to the strong influence of the *kyai* as both religious and institutional leaders. This study aims to examine the direct influence of charismatic leadership on organizational commitment, as well as the mediating role of job satisfaction in this relationship. **Methods** -This research employed a quantitative survey method involving 566 educators from Pesantren Darunnajah Indonesia. Data were collected using validated instruments measuring charismatic leadership, job satisfaction, and organizational commitment. The data were analyzed using multiple regression analysis and the Baron and Kenny mediation test, supported by SPSS software. **Findings** -indicate that charismatic leadership significantly influences both job satisfaction and organizational commitment. Additionally, job satisfaction is found to mediate the relationship between charismatic leadership and organizational commitment. The level of charismatic leadership, job satisfaction, and organizational commitment among respondents was generally high. **Implications/limitations**: The findings provide empirical support for leadership development programs in *pesantren* that emphasize charismatic attributes such as vision, empathy, and personal influence. **Originality/value**: This study contributes to highlights the strategic role of the *kyai* not only as a religious figure but also as a professional leader within organizational frameworks.

**Keywords:** *Organizational commitment, Leadership, Job satisfaction, Islamic education, Pesantren.*

## INTRODUCTION

The practicality of a calligraphy learning model lies in its ability to simplify and enhance the teaching and learning process while fostering creativity and skill development. As a delicate art form, calligraphy demands precision, patience, and creativity.<sup>1</sup> An effective learning model must accommodate the unique challenges of teaching this art, such as varied skill levels among learners and the need for a hands-on approach. A practical model ensures that learners can grasp essential techniques, practice efficiently, and gradually refine their skills, making the learning experience engaging and productive.

Every organization requires leaders and leadership. The leader is the main determinant of organizational success because he is central to the processes of planning, implementation, motivation, and supervision.<sup>2</sup> The leader also has an active role and intervenes in every problem relating to the needs of organizational members.<sup>3</sup> Leadership can be described as the skills or art of influencing people to do something or to work in a coordinated manner, so that they are moved to accomplish their tasks well based on a planned program to support overall organizational performance.<sup>4</sup> *Pesantren* leadership is usually centered around a Kiyai. The Kiyai is the owner, manager, and teacher at the *pesantren* that he leads. Therefore, to perform his role and function well, a Kiyai must possess wisdom and insight, be skilled in religious sciences, able to inculcate proper attitudes and views, and become a role model and a good leader.

The Kiyai is often ascribed with supernatural power and considered an ulema (Muslim scholar) who has a close relationship with God.<sup>5</sup> The Kiyai's authority endures as long as the *pesantren* tradition is maintained. The charismatic power of a Kiyai radiates its charm and manifests in the leadership form of a collective Assembly Boarding.<sup>6</sup> The Kiyai also plays a role in the transformation of modern life, particularly in the *pesantren* context.<sup>7</sup> Committed employees are the key success factors of any organization. But most organizations, including *pesantren*, found it difficult to maintain the high commitment of their employees. *Pesantren* employees have a moderate level

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<sup>1</sup> T. T. Kao, H. S., Xu, M., & Kao, "Calligraphy, Psychology and The Confucian Literati Personality," *Psychology and Developing Societies*, 33, no. 1 (2021): 54–72.

<sup>2</sup> Firman Nugraha, "Kepemimpinan Kyai Di Pesantren," n.d., <http://firmannugrahablogspotcom/2010/03/kepemimpinan-Kyai-di-pesantren.html>.

<sup>3</sup> Anoraga, *Psikologi Kerja* (Jakarta: Rineka Cipta, 1992).

<sup>4</sup> M. Walid, *Napak Tilas Kepemimpinan KH. Ach. Muzakky Syah* (Yogyakarta: Absolute Media, 2010).

<sup>5</sup> Zainal Arifin, *Authority of Spiritual Leadership at Pesantren Temboro Based on Jamaah Tabligh Ideology*, "Jurnal Pendidikan Islam 6, no. 2 (2017): 265-292.

<sup>6</sup> Neong Muhadjir, *Kepemimpinan Adopsi Untuk Pembangunan Masyarakat* (Yogyakarta: Rake Sarasin, 1987).

<sup>7</sup> Zamakhsyari Dhofier, "The Pesantren Tradition: A Study of the Role of the Kyai in the Maintenance of the Traditional Ideology of Islam in Java" (The Australian National University, 1980).

of organizational commitment.<sup>8</sup> In Pesantren Darunnajah found that the organizational commitment of its 556 employees is moderate. Therefore, there is a need to conduct a study to examine the determinants of organizational commitment of *pesantren* employees in Indonesia, particularly in Pesantren Darunnajah.<sup>9</sup>

Leadership is a critical element of *pesantren* in Indonesia. Traditionally, the leadership in *pesantren* is held by a Kiyai, who is also its founder. The development and sustainability of a *pesantren* depends a lot on the Kiyai's expertise, skills, and depth of knowledge.<sup>10</sup> Leadership in *pesantren* is centered on the Kiyai, and the leadership of the Kiyai is attached to his personal qualities.<sup>11</sup> Prabowo noted that the leadership at *pesantren* tends to be an individual, limiting the roles and initiatives of subordinates.<sup>12</sup> In the modern era, it must undergo transformation through digitalization while retaining prophetic ideals as the foundation of its leadership.<sup>13</sup> These inconsistent arguments justify further examination into the leadership style of the Kiyai. There are also other issues related to *pesantren* leadership. First, decision-making is centered on the Kiyai, who produces authoritative decisions based on his level of reasoning and understanding. Second, some *pesantren* are unable to try new development patterns or innovations because they are not approved by the Kiyai. Third, there is no clear and systematized leadership succession plan. Fourth, the Kiyai as the sole leader of the *pesantren* often cannot keep up his leadership quality as the scope of influence of the *pesantren* grows.<sup>14</sup>

The problems abovementioned are closely related to leadership style in *pesantren*, and they may influence the organizational commitment and job satisfaction of its employees. There is some empirical evidence on the link between leadership style, organizational commitment, and job satisfaction. This study further argues that job satisfaction could mediate the relationships between charismatic, transformational, and autocratic leadership style with organizational commitment. Evidence for these relationships is still lacking in the literature. There are three reasons to support the potential role of job satisfaction as a mediator in these relationships. Job satisfaction has a positive effect on organizational commitment.<sup>15</sup>

<sup>8</sup> D Wulandari and M Priantini, "The Influence of Spiritual Intelligence on the Organizational Commitments of Board Executive Santri ( BES ) Of PPJA," *Journal Intellectual Sufism Research* 1, no. 2 (2019): 1–4.

<sup>9</sup> Buthomi Ibrohim, Abdul Rahim Zumrah, Supardi "Transformational Leadership and Organizational Commitment: Moderator Role of Pesantren Employee Job Satisfaction in Indonesia," *International Journal of Evaluation and Research in Education* 12, no. 3 (2023): 1–10.

<sup>10</sup> Hasbullah, *Dasar-Dasar Ilmu Pendidikan* (Jakarta: Rajawali Press, 1995).

<sup>11</sup> D. Nugraha, "Leadership Style in Managing the Baitul Hikmah Haurkuning Islamic Boarding School in Salopa Tasikmalaya," (in Indonesian)" (UIN Sunan Gunung Djati Bandung, 2015).

<sup>12</sup> Nurhadi Prabowo, "Model Kepemimpinan Di Pondok Pesantren Al-Baqiyatush Shalihah Kuala Tungkal Jambi" (UIN Sunan Kalijaga, 2013).

<sup>13</sup> Citra Kusuma Dewi, "Analyzing Educational Prophetic Leadership in Disruption Era in Muhammadiyah Pesantren : Implementation and Relevance" 1, no. 2 (2024).

<sup>14</sup> Abdurrahman Wahid, *Menggerakkan Tradisi: Esai-Esai Pesantren* (Yogyakarta: LKiS, 2010).

<sup>15</sup> Rogers Mwesigwa, Immaculate Tusiime, Bob Ssekiziyivu "Leadership Styles, Job Satisfaction and Organizational Commitment among Academic Staff in Public Universities," *Emerald Publishing Journal of Management Development* 39, no. 2 (2020): 253-268.

The results of several research studies Vlachos et al.<sup>16</sup>, Hiton et al.<sup>17</sup> ;; Shah et al.<sup>18</sup>, reveal charismatic leadership has a great influence on employee job satisfaction. The results of this study are also in line with previous studies conducted by Lindblom et al.<sup>19</sup>, that show a strong positive impact of charismatic leadership on job satisfaction. Several studies have found that charismatic leadership can increase workers' organizational commitment<sup>20</sup>, Nonetheless, numerous Pesantren have a democratic leadership model that is systematically, transparently, collegially, and decentralizing managed, involving persons who do not solely depend on charisma and are not wholly paternalistic.<sup>21</sup> Gebert, Heinitz, & Buengeler<sup>22</sup>. Moreover, for a company to achieve success, individuals exhibiting this leadership style often challenge the status quo and implement significant changes.<sup>23</sup> A crucial requirement to control organizational commitment, boost motivation, and guarantee that workers experience the best possible degree of job pleasure.<sup>24</sup>

Based on the problem statement from the results of previous research, this study advances the theoretical framework of organizational behavior inside educational institutions, specifically focusing on Pesantrens. This study provides significant implications for leadership and management in Pesantrens. Kiai and educational leaders can leverage charismatic leadership attributes such as vision articulation, awareness of members' needs, and personal risk-taking to improve job satisfaction and, consequently, organizational commitment among teachers. Institutions can utilize these findings to build leadership development programs that cultivate charismatic leadership styles, hence promoting a dedicated and contented staff. This study can assist Pesantren managers in acknowledging the significance of intrinsic

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<sup>16</sup> Pavlos A Vlachos, Nikolaos G Panagopoulos, and Adam A Rapp, "Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership," *Journal of Business Ethics* 118, no. 3 (2013): 577–88, <https://doi.org/10.1007/s10551-012-1590-1>.

<sup>17</sup> Pusaka Semerdanta Bazawi Hiton, Syah Tantri Yanuar Rahmat, Indradewa Rhian, "The Impact Of Charismatic Leadership On Turnover Intentions And Organizational Citizenship Behaviors Toward Job Satisfaction," *Russian Journal Of Agricultural And Socio-Economic Sciences* 91, No. 7 (2019): 302–9, <https://doi.org/10.18551/rjoas.2019-07.35>.

<sup>18</sup> Shoukat Ali Mahar, "Impact Of Charismatic Leadership On Job Satisfaction And Organizational" 12, No. 2 (2021): 984–90, <https://doi.org/10.34218/ljm.12.2.2021.095>.

<sup>19</sup> Lasse Mitronen Arto Lindblom, Sami Kajalo, "'Does a Retailer's Charisma Matter? A Study of Frontline Employee Perceptions of Charisma in the Retail Setting,'" *Journal of Services Marketing* 30, no. 3 (2016): 266–76, <https://doi.org/10.1108/jsm-05-2015-0160>.

<sup>20</sup> Wei-Shun Liao Yang, You-Shiun Tsai, "Examining the Mechanisms Linking Behavioral Integrity and Affective Commitment: The Mediating Role of Charismatic Leadership," *International Journal of Organizational Innovation* 6, no. 3 (2014): 153–73.

<sup>21</sup> Akhmad Qomaru Zaman, "Leadership Model of Pesantren The Counteract of Religious Blasphemy Movement In Indonesia" 18, no. 2 (2023).

<sup>22</sup> Claudia Buengeler Diether Gebert, Kathrin Heinitz, "Leaders' Charismatic Leadership and Followers' Commitment-The Moderating Dynamics of Value Erosion at the Societal Level," *The Leadership Quarterly* 27, no. 1 (2016): 98–108.

<sup>23</sup> Aditi Sinha R. Shastri, K. Mishra, "Charismatic Leadership and Organizational Commitment: An Indian Perspective," *Global Journal of Business Management* 7, no. 4 (2010): 1946–53.

<sup>24</sup> Sharon H. Mastracci, "Time Use on Caregiving Activities: Comparing Federal Government and Private Sector Workers," *Review of Public Personnel Administration* 33, no. 1 (2014): 3–27, <https://doi.org/10.1177/0734371X12436982>.

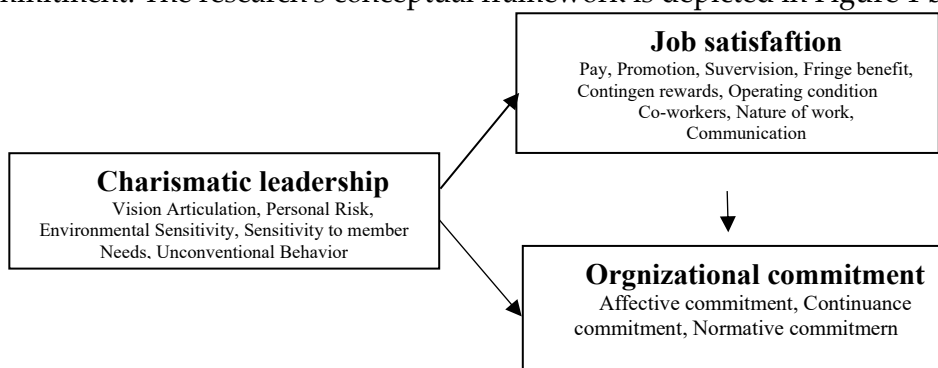
motivators (such as recognition, work environment, and shared vision) as essential factors in sustaining staff morale and minimizing staff turnover.

## METHOD

The conceptual framework for examining the mediator between organizational commitment and charismatic leadership is depicted in Figure 1. Quantitative research methodologies are employed in this study. By looking at a populace test, this study strategy provides a quantitative or numerical portrayal of a population's patterns, views, or presumptions. Quantitative investigative procedures are used since they allow for factor analysis and test generalization to a larger population or test.

1,028 educators from the Pesantren Darunnajah, which has four branches: Jakarta, West Java, Banten, and outside of Java, made up the study's population. In particular, there are 61 individuals outside of Java, 183 at the Banten branch, 360 in West Java, and 424 at the Jakarta branch. A sample is a group of people or survey respondents chosen from the broader population<sup>25</sup>. The Krejcie and Morgan table<sup>26</sup> will be used to determine the sample size. There were 566 educators in the study's sample.

The Minnesota Satisfaction Questionnaire (MSQ)<sup>27</sup>, measures job satisfaction, the Organizational Commitment Questionnaire (OCQ) measures instrument charismatic leadership, and Develoved Conger<sup>28</sup>, measures job satisfaction. Meyer and Allen developed the OCQ<sup>29</sup>. There are three ways to measure organizational commitment: continuance commitmentors, managing commitment, and full of emotion commitment. The research's conceptual framework is depicted in Figure 1 below.



**Figure 1.** Conceptual framework for charismatic leadership, job satisfaction and organizational commitment

<sup>25</sup> Don Dillman Edith D. de Leeuw, Joop Hox, *International Handbook of Survey Methodology* (New York: Routledge, 2012).

<sup>26</sup> Robert V. Krejcie and Daryle W. Morgan, "Determining Sample Size for Research Activities," *Educational and Psychological Measurement* 30, no. 3 (1970): 607–10.

<sup>27</sup> L.H Weiss, D.J., Dawis, R.V., England, G.W. and Lofquist, *Manual for the Minnesota Satisfaction Questionnaire*, ed. Minneapolis (University of Minnesota, 1967).

<sup>28</sup> P. Conger, J. A., Kanungo, R. N., Menon, S. T., & Mathur, "Measuring Charisma: Dimensionality and Validity of the Conger-Kanungo Scale of Charismatic Leadership," *Canadian Journal of Administrative Sciences* 14 (1997): 290–301.

<sup>29</sup> J. P. Allen, N. J., & Meyer, "The Measurements and Antecedent of Affective, Continuance and Normative Commitment to the Organization," *Journal of Occupational Psychology* 63 (1990): 1–18.

The indications in each study variable were used to determine a total of 64 items of validated assertions. Reliability is measured using Cronbach's alpha based<sup>30</sup>, while content validity and criterion with Pearson correlation are used for the instrument validity test. The findings of the validity and reliability tests are displayed in Table 1.

Table 1: Research Instrument Charismatic Leadership, Job Satisfaction and Organizational Commitment

Vaiabel	Sub Variable	Item Instrument	Pearson Correlation	Alpha Value	Description
Charismatic leadership	Vision Articulation	CL1 - CL7	.392 - .525	.881	V and R
	Personal Risk	CL8 - CL10	.409 - .519	.781	V and R
	Environmental Sensitivity	CL11 - CL14	.412 - .573	.937	V and R
	Sensitivity to member Needs	CL15 - CL17	.483 - .509	.788	V and R
	Unconventional Behavior	CL18 - CL 20	.313 - .349	.756	V and R
Job satisfaction employment	Pay	JSE1 - JSE4	.344 - .578	.640	V and R
	Promotion	JSE5 - JSE8	.390 - .604	.694	V and R
	Suervision	JSE9 - JSE12	.452 - .576	.640	V and R
	Fringe benefit	JSE13 - JSE16	.403 - .578	.658	V and R
	Contingen rewards	JSE17-JSE20	.324 - .566	.678	V and R
	Operating condition	JSE21 - JSE24	.351 - .595	.666	V and R
	Co-workers	JSE25 - JSE28	.318 - .577	.608	V and R
	Nature of work	JSE29 - JSE32	.345 - .549	.623	V and R
Orga izational Commitment	Communication	JSE33 - JSE36	.358 - .536	.642	V and R
	Affective commitment	OC1 - OC6	.333 - .543	.685	V and R
	Continuance commitment	OC7 - OC12	.419 - .511	.669	V and R
	Normative commitmern	OC13 - OC18	.350 - .464	.638	V and R

The findings of the investigation of the validity and reliability of the research instruments employed in this study are shown in Table 1. According to the table above, the instruments utilized in the variables and indicators of this study are valid and trustworthy. As a consequence of the aforesaid test findings, this instrument can be utilized. After that, the Baron and Kenny<sup>31</sup> approach was used to test the intervening impact.

SPSS software was used to analyze the research data. The procedures this study employed to examine the data are as follows: i) Perform a descriptive analysis. ii) Regression analysis testing the hypothesis can provide results on the link between the factors and the trajectory of the relationship, both positively and negatively.

<sup>30</sup> Wendy M. Yen Mary J. Allen, *Introduction to Measurement Theory* (Waveland Press, 2001).

<sup>31</sup> D. A. Baron, R. M., & Kenny, "The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations," *Journal of Personality and Social Psychology* 51, no. 6 (1986): 1173-82, <https://doi.org/10.1037/0022-3514.51.6.1173>.

## RESULT AND DISCUSSION

### Result

Studies on the degree of transformative leadership, representational job satisfaction, Expressional and parametric analysis have been used to examine organizational commitment and the relationship between charismatic authority and organizational commitment through worker work fulfillment criteria quantitative examinations. The results of this investigation are shown in Tables 2 through 6, in that order shows the mean, standard deviation and the correlation of the research variables. The mean score of the variables ranged from 3.49 to 3.68, while the standard deviation score ranged from 0.39 to 0.46. These findings (the mean score) shows that the level of charismatic leadership ( $M=3.63 < 3.90$ ,  $SD = 0.39$ ; high level), job satisfaction ( $3.68 < 3.90$ ,  $SD=0.46$ ; high level), organizational commitment ( $3.43 < 3.90$ ,  $SD=0.44$ ; high level).

Table 2. Descriptive Statistics

Sub Variable	Mean	Standard Deviation	Percent	Interpretation
Charismatic Leadership	3.63	0.39	73.60	High
Job Satisfaction	3.68	0.46	73,60	High
Organizational Commitment	3.49	0.44	69,80	High

According to Table 3, there is a significant and positive correlation between transformational leadership and organizational commitment ( $\beta = .415$ ,  $p > 0.000$ ). The correlation between organizational commitment and charismatic leadership is significant ( $t=10.745$ ;  $p=.001$ ).

Tabel 3 Multipel Regression Result Charismatic Leadership on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.678	.161		10.404	.000
Charismatic Leadership	.569	.044	.415	10.745	.001

Table 4 demonstrates that, when referees are controlled, there is a positive and basic association ( $\beta=.703$ ,  $p>0.000$ ) between charismatic leadership and organizational commitment. In a way, the relationship between charismatic leadership and organizational commitment can be mediated by work satisfaction. It seems that the

association between organizational commitment and charismatic leadership is mediated by operator work satisfaction.

Tabel 4 Multipel Regression Result Charismatic Leadership on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.336	.041		80.958	.000
Charismatic leadership	.034	.010	.143	3.394	.001
(Constant)	-1.013	.155		-.635	.000
Charismatic Leadership	.199	.032	.176	6.225	.000
Job Satisfaction	1.02	.041	.703	24.841	.000

a. Dependent Variable: Organizational commitment

There is a significant correlation between charismatic leadership and organizational commitment, as shown in Table 5 ( $F=44.335$ ;  $p=0.000$ ). The importance of the interaction between organizational commitment and charismatic leadership as a mediator of agent work satisfaction ( $F=430.447$ ;  $p=0.000$ ). Table 6 indicates that 19,4% of organizational commitment is attributed to transformational leadership. In the meanwhile, 11,4% of work satisfaction is mediated by charismatic leadership's contribution to organizational commitment.

Tab 5 ANOVA Charismatic Leadership and Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.889	3	6.995	44.356	.000b
	Residual	87.170	552	.158		
	Total	108.4	555			
2	Regression	65.784	2	32.889	430.447	.000b
	Residual	42.257	553	.076		
	Total	108/04	555			

a. Dependent Variable: Organizational commitment

b. Predictor job satisfaction

c. Predictors: (Constant), Job Satisfaction, Charismatic Leadership

Tabel 6 Model Summary Charismatic Leadership and Organizational Commitment

Model	R	R Square	Adjusted R Square
1	.441 <sup>a</sup>	.194	.190
2	.340 <sup>a</sup>	.116	.114

a. Predictor (constant): Job satisfaction

b. Predictor (constant): Charismatic leadership, Work satisfaction,



## Discussion

According to the research findings, the charismatic leadership variable is high level ( $M=3.67$ ). According to Robaiyah, Irawan, and Tatang<sup>32</sup>, the charismatic kyai of the Pesantren Minnatul Huda is an excellent or good leader. Dr. KH Ahmad Musthofa Kamal is a kyai pesantren, Bidayatul Hidayah Pasuruan. His youth has had a high charisma value around the people<sup>33</sup>. The charismatic leadership in Bengkulu City, Harsallakum Al-Quran Pesantren, has given subordinates ease in doing evaluations towards the result of the work process that they are going through, making leadership effective and creating trust between leaders and those being led<sup>34</sup>.

Nikoloski<sup>35</sup> asserts that a leader's ability to hone their craft is what makes them most effective, therefore charismatic leaders have the power to mold their emotions. In order to be charismatic, leaders of Pesantren must possess God's glory and blessings, obedience to God, the power of their prayers, the capacity to withdraw into themselves, self-assurance, and the capacity to prophesy or foresee the future<sup>36</sup>. The quality of a charismatic leader is generally synonymous with kyai leadership<sup>37</sup>.

Charismatic kyai leadership has four dimensions, namely: as a community leader, Intellectual leader, spiritual leader, and administrative leader<sup>38</sup>. Generally speaking, the pesantren's leadership follows charismatic leadership rather than logical leadership<sup>39</sup>. Charismatic leaders can be born because leaders gain God's gift (ability) to maintain authority<sup>40</sup>.

According to the research findings, the job satisfaction variable is high level ( $M=3.68$ ). Research by Kurniawan<sup>41</sup>, the job satisfaction variable has a mean score of 4.218 in the high category. Job satisfaction were moderate-high and moderate<sup>42</sup>.

<sup>32</sup> Wilam Nafilah Robaeah', Irawan, and Tatang Muh Nasir, "CHARISMATIC KYAI LEADERSHIP AND ITS RELATIONSHIP TO THE CHARACTER BUILDING OF SANTRI AT ISLAMIC BOARDING SCHOOLS IN PLERED PURWAKARTA DISTRICT," *ISLAMIKA* 5, no. 2 (2023): 721–42.

<sup>33</sup> Muhammad Thoyib, "Charismatic Leader on Developing Visionary Pesantren Bidayatul Hidayah in East Java : Profile and Strategy of Dr . KH . Ahmad Musthofa Kamal ' s Leadership" 7, no. June (2018): 79–99.

<sup>34</sup> Mulyadi, "Charismatic Leadership in Bengkulu City Harsallakum Al-Qur'an Islamic Boarding School," *Journal of Education Research in Administration and Management* 1, no. 2 (2017).

<sup>35</sup> Krume Nikoloski, "CHARISMATIC LEADERSHIP AND POWER : USING THE POWER OF CHARISMA FOR BETTER LEADERSHIP IN THE," *Journal of Process Management – New Technologies, International* 3, no. 2 (2015).

<sup>36</sup> Abdul Karim et al., "A Charismatic Relationship : How a Kyai ' s Charismatic Leadership and Society ' s Compliance Are Constructed ?" 35, no. 2 (2020): 129–43.

<sup>37</sup> Ferry Muhammadsyah Siregar, "RELIGIOUS LEADER AND CHARISMATIC LEADERSHIP IN INDONESIA : THE ROLE OF KYAI IN PESANTREN IN JAVA" 3, no. 2 (2013): 140–52.

<sup>38</sup> Sugeng Haryanto, "Persepsi Santri Terhadap Perilaku Kepemimpinan Kiai Di Pondok Pesantren" (Jakarta, 2012).

<sup>39</sup> Guntur Cahaya Kesuma, "PESANTREN DAN KEPEMIMPINAN KYAI GUNTUR," *TERAMPIL Jurnal Pendidikan Dan Pembelajaran Dasar* 1, no. 1 (2014): 99–117.

<sup>40</sup> Mardiyah, *Kepemimpinan Kiyai Dalam Memelihara Budaya Organisasi* (Malang: Aditya Media Pub, 2015).

<sup>41</sup> Abdul Choliq Hidayat Edi Kurniawan, Ema Nurmaya, "The Effect of the Work Environment and Interpersonal Relationships on Job Satisfaction. An Eighty Respondents of the Employees of the Daarul 'Ulum Muhammadiyah Islamic Boarding School Sewugalur Kulon Progo," *Jurnal Manajemen Dewantara* 6, no. 3 (2022): 244–58.

<sup>42</sup> Naser Hoboubi et al., "The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry," *Safety and Health at Work* 8, no. 1 (2017): 67–71, <https://doi.org/10.1016/j.shaw.2016.07.002>.

Eliyana, Ma'arif, and Muzakki<sup>43</sup> report that the mean value of overall job satisfaction was computed as 3.44 (high)<sup>44</sup>, but the mean value of work satisfaction was found to be 3.67<sup>45</sup>. Wardiyanto<sup>46</sup>, found that the high normative commitment of pesantren administrators had a more important role for pesantren administrators than extrinsic rewards, such as salaries and facilities. The organizational commitment influences the job performance on the teaching staff in state and private universities in Surakarta<sup>47</sup>.

According to the research findings, the job satisfaction variable is moderat level (M=3.49). The research by Sarwar et al<sup>48</sup>. is not supported by the findings of this study; the mean organizational commitment score is 3.49 (moderate category). Eliyana, Ma'arif, and Muzakki<sup>49</sup> state that the mean score for the variable organizational commitment is 3.95 (high). Organizational commitment has a mean value of 3.64<sup>50</sup>. Research result Mosadeghrad & Ferdosi<sup>51</sup> the respondents' mean organizational commitment score was 3.98, which is considered moderate.

This study found that charismatic leadership contributes to increase job satisfaction. These results corroborate earlier research showing charismatic leadership is used by pesantren leaders <sup>52</sup>; Rachmawati,<sup>53</sup>. The results of this research are in

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<sup>43</sup> Anis Eliyana and Muzakki, Syamsul Ma'arif, "Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance," *European Research on Management and Business Economics* 25 (2019): 144–50.

<sup>44</sup> Mahmoud Kamal Abouraia and Saad Mohammed Othman, "Transformational Leadership, Job Satisfaction, Organizational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives," 2017, 404–23, <https://doi.org/10.4236/ajbm.2017.74029>.

<sup>45</sup> Rico Saktiawan, Jang Jaya, and Universitas Alma Ata, "The Influence of Transformational Leadership on Organizational Commitment and Job Satisfaction with Procedural Justice as Mediating Variable," 1990, 1–14.

<sup>46</sup> M Wardianto, "KOMITMEN ORGANISASI PENGURUS PONDOK PESANTREN DITINJAU DARI KARAKTERISTIK DEMOGRAFI" 3, no. 2 (2016): 94–103.

<sup>47</sup> Amin Wahyudi, "THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND ISLAMIC WORK ETHIC TOWARD JOB PERFORMANCE OF TEACHING STAFF AT UNIVERSITIES IN SURAKARTA WITH INSTITUTIONAL BASE AS A MODERATOR VARIABLE," *Economic Faculty of Slamet Riyadi University Surakarta*, 2015, 39–50.

<sup>48</sup> Aisha Sarwar et al., "Impact of Leadership Styles on Job Satisfaction and Organizational Commitment," 2015, 834–44.

<sup>49</sup> Eliyana and, Syamsul Ma'arif, "Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance."

<sup>50</sup> Hoboubi et al., "The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry."

<sup>51</sup> Ali Mohammad Mosadeghrad and Masoud Ferdosi, "Leadership, Job Satisfaction and Organizational Commitment in Healthcare Sector: Proposing and Testing a Model," no. April 2013 (2014), <https://doi.org/10.5455/msm.2013.25.121-126>.

<sup>52</sup> Nugraha, "Leadership Style in Managing the Baitul Hikmah Haurkuning Islamic Boarding School in Salopa Tasikmalaya," (in Indonesian)."

<sup>53</sup> Zeny Rahmawati, "Pola Kepemimpinan KH. Maimoen Zubair Dalam Mengelola Pengembangan Lembaga Pendidikan Di Pondok Pesantren Al-Anwar Sarang Rembang Jateng" (UIN Sunan Ampel, 2009).

accordance with the previous studies Vlachos<sup>54</sup>; Hiton Bazawi<sup>55</sup>, Shah<sup>56</sup> that reveal charismatic leadership has great influences employee job satisfaction. The results of this study also in line with previous study conducted by Lindblom<sup>57</sup> that show a strong positive impact of charismatic leadership on job satisfaction.

The employees feel satisfaction with charismatic leader because the leader able to provide employees with strategic goals and inspiring visions Vlachos<sup>58</sup>. The leaders' ability to provide strategic goals and inspiring visions produce trust, motivation<sup>59</sup>. Moreover, the characteristics of charismatic leader including their educational background, lengths of tenure, gender and culture could influence an employee's perception of job satisfaction<sup>60</sup>.

The uplifting inspiration was among the crucial segments of charismatic initiative that influenced worker work fulfillment in both private and open organizations<sup>61</sup>. The charismatic leader to pay more thought to supporters, to transmit venture work to them and feel that they can get more involvement by doing this activity<sup>62</sup>. The quality of charismatic leadership that involves a type of leadership that is inspiring and motivating to enable those following to perform at great levels and remain committed also could trigger the employees' level of job satisfaction<sup>63</sup>.

The finding of this study in-line with the previous findings<sup>64</sup> Shah, et. al.,<sup>65</sup> that reveal a positive relationship between charismatic leadership and organizational commitment. Charismatic leaders can urge representatives to forfeit their enthusiasm for the group intrigue or the organization intrigue; they offer representatives a moving

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<sup>54</sup> Vlachos, Panagopoulos, and Rapp, "Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership."

<sup>55</sup> Bazawi Hiton, Syah Tantri Yanuar Rahmat, Indradewa Rhian, "THE IMPACT OF CHARISMATIC LEADERSHIP ON TURNOVER INTENTIONS AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS TOWARD JOB SATISFACTION."

<sup>56</sup> Mahar, "IMPACT OF CHARISMATIC LEADERSHIP ON JOB SATISFACTION AND ORGANIZATIONAL."

<sup>57</sup> Arto Lindblom, Sami Kajalo, ""Does a Retailer's Charisma Matter? A Study of Frontline Employee Perceptions of Charisma in the Retail Setting."

<sup>58</sup> Vlachos, Panagopoulos, and Rapp, "Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership."

<sup>59</sup> Rabindra N. Kanungo and Sanjay T. Menon A. Conger, "Charismatic Leadership and Follower Effects," *Journal of Organizational Behavior* 21, no. 7 (2000): 747-67.

<sup>60</sup> W. O. D. Amburgey, "An Analysis of the Relationship between Job Satisfaction, Organizational Culture and Perceived Leadership Characteristics" (University of Central Florida, 2005).

<sup>61</sup> Alicia Omar and Universidad Nacional, "Liderazgo Transformador y Satisfacción Laboral: El Rol de La Confianza En El Supervisor EL ROL DE LA CONFIANZA EN EL SUPERVISOR TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION: THE MODERATING EFFECT OF ORGANIZATIONAL TRUST," no. March (2015).

<sup>62</sup> Farid Ahmad et al., "Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector Impact of Transformational Leadership on Employee Motivation In," no. July 2014 (2015).

<sup>63</sup> Azin Taghipour and Reihane Dejban, "Job Performance: Mediate Mechanism of Work Motivation Job Performance: Mediate Mechanism of Work Motivation," *Procedia - Social and Behavioral Sciences* 84, no. July 2013 (2015): 1601-5, <https://doi.org/10.1016/j.sbspro.2013.06.796>.

<sup>64</sup> Min-ping Huang and Bor-shiuan Cheng, "Fitting in Organizational Values The Mediating Role of Person-Organization Fit," no. January 2005 (2014), <https://doi.org/10.1108/01437720510587262>.

<sup>65</sup> Mahar, "IMPACT OF CHARISMATIC LEADERSHIP ON JOB SATISFACTION AND ORGANIZATIONAL."

mission and vision and give them a personality<sup>66</sup>. Charismatic leaders are proven to be able to induce organizational change by creating a more committed workforce<sup>67</sup>.

This study posited that job satisfaction will positively related to organizational commitment. The analysis result support the hypothesis and found a positive and significant relationship between job satisfaction and to organizational commitment. The results of this study have similarities with previous findings Pradhiptya<sup>68</sup>; Dewi & Adnyani<sup>69</sup>; Dewi & Suwandana<sup>70</sup>; Akbar<sup>71</sup>: 2016; Shah<sup>72</sup>, which also reveal and positive and significant relationship between job satisfaction and organizational commitment. This finding supports the theories in the literature that predict job satisfaction as the antecedent of organizational commitment<sup>73</sup> Chordiya, Sabharwal, & Goodman,<sup>74</sup> by showing that job satisfaction positively affects organizational commitment.

This study posits that job satisfaction could mediate the relationship between charismatic leadership and organizational commitment. Özgül, Karaca, And Zehir' <sup>75</sup> research revealed that job satisfaction plays a mediating role in the relationship between managers' charismatic leadership style and their followers' affective organizational commitment. The research findings reported in the literature Zehir<sup>76</sup>;

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<sup>66</sup> Ayman H Metwally and Nada El-bishbishy, "The Impact of Transformational Leadership Style on Employee Satisfaction The Impact of Transformational Leadership Style on Employee Satisfaction," no. November 2014 (2023).

<sup>67</sup> Dr. Ali Al Kahtani, "Leader Charisma, Employee Organizational Commitment, and Organizational Change: A Proposed Theoretical Framework", *International Journal of Academic Research in Business and Social Sciences* 3, no. 5 (2013): 377–99.

<sup>68</sup> A. R. Pradhiptya, "Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior Dengan Variabel Mediasi Komitmen Organisasi," *Jurnal Bisnis Dan Manajemen* 6, no. 1 (2013): 20–58.

<sup>69</sup> I. Adanyani D. Dewi, "Pengaruh Kepuasan Kerja Karyawan Terhadap Komitmen Organisasi Dan Organizational Citizenship Behaviour (Ocb) Pada Pt. Maharani Prema Sakti Denpasar," *Manajemen Universitas Udayana* 4, no. 12 (2015): 4105–34.

<sup>70</sup> & I. G. M. Suwandana N. L. P. A. Dewi, "Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior Dengan Komitmen Organisasi Sebagai Variabel Mediasi," *Jurnal Ilmu Manajemen* 9, no. 2 (2016): 5643–70.

<sup>71</sup> Mochammad Djudi Firmananda Utama Akbar, Djamhur Hamid, "Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasi Dan Kinerja Karyawan (Studi Pada Karyawan Tetap PG Kebon Agung Malang)," *Jurnal Administrasi Bisnis S1 Universitas Brawijaya* 38, no. 2 (2016): 79–88.

<sup>72</sup> Ahmad et al., "Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector Impact of Transformational Leadership on Employee Motivation In."

<sup>73</sup> Michael G. Aamodt, "Industrial/Organizational Psychology: An Applied Approach. Wadsworth" (CA, 2012).

<sup>74</sup> Rashmi Chordiya, Meghna Sabharwal, and Doug Goodman, "AFFECTIVE ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: A CROSS-NATIONAL COMPARATIVE STUDY: Affective Organizational Commitment and Job Satisfaction AFFECTIVE ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: A CROSS-NATIONAL," no. October (2017), <https://doi.org/10.1111/padm.12306>.

<sup>75</sup> Cemal Zehir Burcu Özgül, Dilek Karaca, "Testing Job Satisfaction as a Mediator Between Managers' Charismatic Leadership and Followers' Affective Organizational Commitment," *EGE ACADEMIC REVIEW* 22, no. 1 (2022): 1–15.

<sup>76</sup> Cemal Zehir Ebru Erdoğan, Dogan BASAR, "The Relationship among Charismatic Leadership, Ethical Climate, Job Satisfaction and Organizational Commitment in Companies," *Journal of Global Strategic Management* 10 (2011): 49–59.

Holloway<sup>77</sup>; Vlachos Panagopoulos, & Rapp<sup>78</sup>, Yavan, Sokmen, & Bıyık,<sup>79</sup> are reinforced by these results. Research Shah findings indicate organizational commitment and work satisfaction are significantly and favorably impacted by charismatic leadership. While earlier research has confirmed the mediatory function of job satisfaction, it has been confirmed in distinct contexts. For instance, according to Jameel & Ahmed<sup>80</sup>, work satisfaction acts as a mediator between transformative leadership and organizational citizenship behavior. Although the previous studies have empirically found the link between leadership with job satisfaction and organizational commitment<sup>81</sup>.

It is due to the existing studies focus on assessing the effect of those leadership style on job satisfaction and organizational commitment in different study and context<sup>82</sup>. Although, there are studies have provided justification about the role of job satisfaction as a mediator, however, it has been validated in different relationship<sup>83</sup>.

## CONCLUSION

This study provides that charismatic leadership significantly influences organizational commitment among educators in Islamic boarding schools. This effect is mostly mediated by job satisfaction, indicating that charismatic leadership enhances job happiness, which subsequently reinforces organizational commitment. Principal discoveries encompass: The degree of charismatic leadership, work satisfaction, and organizational commitment among educators in Islamic boarding schools is classified as high. Job satisfaction mediates the relationship between charismatic leadership and organizational commitment. A heightened sense of charismatic leadership correlates with increased job satisfaction, subsequently resulting in enhanced organizational commitment. This study's findings highlight the significant influence of the kyai or leader in fostering a favorable work environment through charisma, defined by vision, empathy, and motivational conduct, which eventually enhances the commitment and loyalty of teaching personnel.

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<sup>77</sup> Kari Holloway, "An Examination of The Relationship Between Charismatic Leadership and Job Satisfaction" (Capella University Minneapolis, 2012).

<sup>78</sup> Vlachos, Panagopoulos, and Rapp, "Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership."

<sup>79</sup> A. Sökmen A. A. Yavan, Alptekin Sökmen, "The Effect of Charismatic Leadership and Organizational Identification on Job Satisfaction and Turnover Intention," *Journal of Business Studies* 10, no. 1 (2018): 898–913.

<sup>80</sup> Abd Rahman Ahmad Alaa S. Jameel, "The Mediating Role of Job Satisfaction between Leadership Style and Performance of Academic Staff. *Int. J. Psychosoc*," *Rehabil*, no. 24 (2020).

<sup>81</sup> Wardianto, "KOMITMEN ORGANISASI PENGURUS PONDOK PESANTREN DITINJAU DARI KARAKTERISTIK DEMOGRAFI."

<sup>82</sup> Syed Taimoor Malik, Waqas Umer; Javed, Muqaddas; Hassan, "Influence of Transformational Leadership Components on Job Satisfaction and Organizational Commitment," *Pakistan Journal of Commerce and Social Sciences (PJCSS)* 11, no. 1 (2017): 147–66.

<sup>83</sup> M Arief Riyadi, "Analysis on the Impact of Leadership to Employee Performance Considering Organizational Culture and Job Satisfaction as Mediators" 9, no. 4 (2019), <https://doi.org/10.5296/jpag.v9i4.16102>.

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