

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

**A THESIS**



**By:  
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**EDUCATIONAL LEADERSHIP MANAGEMENT  
GRADUATE SCHOOL  
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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## PENGESAHAN TIM PENGUJI

Tesis berjudul "*The Effect of Principal's Leadership Style toward Teachers' Job Satisfaction and Intention to Leave (Exploratory Study on Joy English Surabaya)*", yang ditulis dan diajukan oleh Octaviyani Raharja (8112414012) telah diuji dan dinilai oleh Tim Penguji Program Studi Magister Manajemen, Program Pascasarjana Universitas Katolik Widya Mandala Surabaya.

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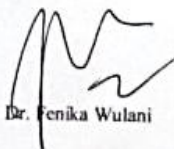
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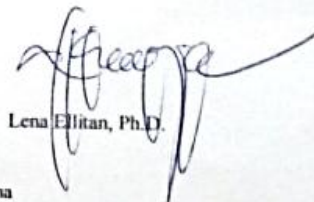
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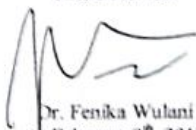
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## APPROVAL SHEET

This thesis entitled "**The Effect of Principal's Leadership Style Toward Teachers' Job Satisfaction and Intention to Leave (Exploratory Study on Joy English Surabaya)**" conducted and submitted by Octavryani Raharja has been approved and accepted as a partial fulfillment of the requirements for the Degree of Magister Management in Educational Leadership of Graduate School by the following advisors:

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## PERNYATAAN KEASLIAN DAN PERSETUJUAN PUBLIKASI KARYA ILMIAH

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Yang menyatakan,



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 subyek 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 mengkatégorikan 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 Transformational, Kepuasan Kerja Guru Intention to Leave Guru**