

ABSTRAK

Muhammad Rahman. NIM. 210211030078. *Pengaruh Gaya Kepemimpinan, Komitmen Organisasi, dan Kepuasan Kerja terhadap Work Engagement Tenaga Kependidikan pada Madrasah Aliyah se-Kabupaten Tapin.* Pembimbing I Dr. H. Ahmad Salabi, M.Pd., Pembimbing II Dr. Adi Ansari, M.Pd.I., Pada Program Studi Manajemen Pendidikan Islam, Program Magister/Pascasarjana UIN Antasari Banjarmasin. 2025.

Kata Kunci : Gaya Kepemimpinan, Komitmen Organisasi, Kepuasan Kerja, *Work Engagement*

Pendidikan berperan penting dalam meningkatkan kualitas sumber daya manusia. Madrasah membutuhkan kepemimpinan efektif untuk mendorong *work engagement* tenaga kependidikan, yang dipengaruhi oleh gaya kepemimpinan, komitmen organisasi, dan kepuasan kerja. Studi awal di Madrasah Aliyah se-Kabupaten Tapin menunjukkan variasi *work engagement*, sehingga perlu dikaji lebih lanjut.

Gaya kepemimpinan mencerminkan pola interaksi pemimpin dengan bawahannya, sedangkan komitmen menunjukkan loyalitas terhadap organisasi. Kepuasan kerja berkaitan dengan kondisi emosional pegawai, dan *work engagement* mengacu pada keterlibatan penuh dalam pekerjaan secara fisik, kognitif, dan emosional.

Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan, komitmen organisasi, dan kepuasan kerja terhadap *work engagement* tenaga kependidikan pada Madrasah Aliyah se-Kabupaten Tapin.

Penelitian ini merupakan penelitian lapangan dengan pendekatan kuantitatif dan desain pengaruh tiga variabel independen terhadap satu variabel dependen. Populasi sebanyak 50 tenaga kependidikan Madrasah Aliyah se-Kabupaten Tapin dijadikan sampel penuh. Data dikumpulkan melalui kuesioner tertutup berskala Likert dan dianalisis menggunakan regresi linier berganda, uji F, dan uji t dengan bantuan SPSS 26.

Hasil penelitian menunjukkan bahwa seluruh instrumen yang digunakan telah memenuhi syarat validitas dan reliabilitas, dengan nilai korelasi Pearson $> 0,361$ dan Cronbach's Alpha $> 0,7$. Uji asumsi klasik juga terpenuhi: data berdistribusi normal (Sig. = 0,200), tidak terdapat multikolinearitas (Tolerance $> 0,1$; VIF < 10), dan tidak terjadi heteroskedastisitas. Berdasarkan uji regresi linier berganda, diketahui bahwa secara simultan gaya kepemimpinan, komitmen organisasi, dan kepuasan kerja berpengaruh signifikan terhadap *work engagement* ($R^2 = 0,667$; $F = 30,662$; Sig. = 0,000). Namun secara parsial, hanya komitmen organisasi yang berpengaruh signifikan ($t = 5,510$; Sig. = 0,000), sementara gaya kepemimpinan (Sig. = 0,718) dan kepuasan kerja (Sig. = 0,095) tidak berpengaruh signifikan.

ABSTRACT

Muhammad Rahman. NIM. 210211030078. *The Influence of Leadership Style, Organizational Commitment, and Job Satisfaction on the Work Engagement of Educational Personnel at Madrasah Aliyah in Tapin Regency.* Supervisor I Dr. H. Ahmad Salabi, M.Pd., Supervisor II Dr. Adi Ansari, M.Pd.I., Islamic Education Management, Masters Program/Postgraduate at Antasari State Islamic University, Banjarmasin. 2025.

Keywords : *Leadership Style, Organizational Commitment, Job Satisfaction, Work Engagement*

Education plays a crucial role in improving the quality of human resources. Madrasahs require effective leadership to foster work engagement among educational personnel, which is influenced by leadership style, organizational commitment, and job satisfaction. A preliminary study at Madrasah Aliyah in Tapin Regency revealed variations in work engagement levels, indicating the need for further investigation.

Leadership style reflects the interaction patterns between leaders and their subordinates, while organizational commitment signifies loyalty to the organization. Job satisfaction relates to the emotional condition of employees, and work engagement refers to full involvement in work physically, cognitively, and emotionally.

This study aims to examine the influence of leadership style, organizational commitment, and job satisfaction on the work engagement of educational personnel at Madrasah Aliyah in Tapin Regency.

This field research employed a quantitative approach with a design to test the influence of three independent variables on one dependent variable. The population consisted of 50 educational personnel from Madrasah Aliyah across Tapin Regency, all of whom were included as the total sample. Data were collected through a closed-ended questionnaire using a Likert scale and analyzed using multiple linear regression, F-test, and t-test with the aid of SPSS 26.

The results showed that all research instruments met the requirements for validity and reliability, with Pearson correlation values > 0.361 and Cronbach's Alpha > 0.7 . Classical assumption tests were also fulfilled: the data were normally distributed (Sig. = 0.200), showed no multicollinearity (Tolerance > 0.1 ; VIF < 10), and no heteroscedasticity occurred. Based on multiple linear regression, leadership style, organizational commitment, and job satisfaction simultaneously had a significant effect on work engagement ($R^2 = 0.667$; $F = 30.662$; Sig. = 0.000). However, partially, only organizational commitment had a significant effect ($t = 5.510$; Sig. = 0.000), while leadership style (Sig. = 0.718) and job satisfaction (Sig. = 0.095) did not.