

SUMMARY

The type of research used in this study is quantitative research with a survey approach. The object of research includes autocratic and participative leadership style variables as independent variables, individual performance as the dependent variable, and organizational commitment as the mediating variable which is the main focus in the relationship between these variables. This research was conducted at Wijayakusuma Purwokerto Hospital, a type C hospital owned by the Army located at Jl. Prof DR HR Bunyamin Purwokerto. The survey was conducted by distributing systematically designed closed questionnaires through the Google Form digital platform to respondents who met the research criteria.

*Sampling technique used was stratified random sampling consisting of 231 permanent and honorary employees of Wijayakusuma Hospital, including medical personnel (doctors, nurses, midwives) and non-medical personnel (administrative and support staff) including the leadership echelon, leadership assistant echelon, service echelon, and executive echelon. Data analysis was conducted using Structural Equation Modeling based on Partial Least Square (SEM-PLS) with SMARTPLS software version 4.0 and Sobel Test. Hypothesis testing is done by looking at the *t*-statistic value and *p*-value based on the bootstrap method, with significant criteria if $t\text{-count} > 1.96$ and $p < 0.05$.*

Results of hypothesis testing show that all five hypotheses are accepted. Autocratic and participative leadership styles have a significant effect on organizational commitment, while participative leadership style is proven to strongly increase organizational commitment, and organizational commitment has a significant effect on individual performance. In the mediation test, organizational commitment tends to mediate the relationship between autocratic leadership style and individual performance fully, although it is not statistically significant, in participative leadership style, organizational commitment acts as a significant mediator and is partial, indicating that the effect of participation on performance takes place either directly or indirectly through increased commitment.

Keywords: *Leadership Style, Autocratic Leadership Style, Participative Leadership Style, Organizational Commitment, Individual Performance.*

RINGKASAN

Jenis penelitian yang digunakan dalam studi ini adalah penelitian kuantitatif dengan pendekatan survei. Objek penelitian meliputi variabel gaya kepemimpinan otokratis dan partisipatif sebagai variabel independen, kinerja individu sebagai variabel dependen, serta komitmen organisasi sebagai variabel mediasi yang menjadi fokus utama dalam hubungan antar variabel tersebut. Penelitian ini dilakukan di Rumah Sakit Wijayakusuma Purwokerto, sebuah rumah sakit tipe C milik Angkatan Darat yang berlokasi di Jl. Prof DR HR Bunyamin Purwokerto. Survei dilakukan dengan menyebarkan kuesioner tertutup yang dirancang secara sistematis melalui platform digital *Google Form* kepada responden yang memenuhi kriteria penelitian.

Teknik pengambilan sampel yang digunakan adalah *stratified random sampling* yang terdiri sebanyak 231 karyawan tetap dan honorer Rumah Sakit Wijayakusuma, termasuk tenaga medis (dokter, perawat, bidan) serta tenaga non-medis (staf administrasi dan pendukung) mencakup eselon pimpinan, eselon pembantu pimpinan, eselon pelayanan, dan eselon pelaksana. Analisis data dilakukan menggunakan *Structural Equation Modeling* berbasis *Partial Least Square* (SEM-PLS) dengan perangkat lunak SMARTPLS versi 4.0 dan *Sobel Test*. Pengujian hipotesis dilakukan dengan melihat nilai t-statistik dan p-value berdasarkan metode *bootstrap*, dengan kriteria signifikan jika t-hitung $> 1,96$ dan $p < 0,05$.

Hasil pengujian hipotesis menunjukkan kelima hipotesis diterima. Gaya kepemimpinan otokratis dan partisipatif memiliki pengaruh signifikan terhadap komitmen organisasi, sementara itu gaya kepemimpinan partisipatif terbukti secara kuat meningkatkan komitmen organisasi, dan komitmen organisasi berpengaruh signifikan terhadap kinerja individu. Pada uji mediasi komitmen organisasi cenderung memediasi hubungan antara gaya kepemimpinan otokratis terhadap kinerja individu secara penuh, meskipun tidak signifikan secara statistik, pada gaya kepemimpinan partisipatif, komitmen organisasi berperan sebagai mediator yang signifikan dan bersifat parsial, mengindikasikan bahwa pengaruh partisipatif terhadap kinerja berlangsung baik secara langsung maupun tidak langsung melalui peningkatan komitmen.

Kata kunci: Gaya Kepemimpinan, Gaya Kepemimpinan Otokratis, Gaya Kepemimpinan Partisipatif, Komitmen Organisasi, Kinerja Individu