

ABSTRACT

Substantive conflict and integrative adaptive leadership style have become an important part for improving job satisfaction, commitment, and organization effectiveness. This research develops theoretical model of leadership and conflict resolution as well as identifies their influence on job satisfaction, commitment, and organization effectiveness. This research performs empirical tests on relationships among variables i.e. leadership style, conflict resolution, teamwork, task autonomy, job satisfaction, affective commitment and organization effectiveness.

This research aims at developing empirical and basic theoretical model to test and analyzing the effect of substantive conflict and integrative adaptive leadership style on task autonomy, teamwork, job satisfaction, organization commitment and organization effectiveness of departments and major study programs in universities. The object of this research is major study programs and or departments in all State Universities located in Central Java. Path Analysis with Structural Equation Model was employed to analyze and test hypotheses.

The results of the research show that collaborative resolution has a significant influence on affective commitment, team work, integrative adaptive leadership and task autonomy. Collaborative resolution and task autonomy also have significant impact on integrative adaptive leadership. On the other hand, adaptive integrative leadership has non-significant influence on affective commitment.

Moreover, the results also show that task autonomy and adaptive leadership have significant influence on job satisfaction. Likewise, affective commitment and job satisfaction have significant influence on organization effectiveness.

This research uncovers that integrative adaptive leadership style mediates the relationships among these variables; conflict resolution and job satisfaction, conflict resolution and teamwork, as well as task autonomy and job satisfaction

Keywords: *collaborative resolution, task autonomy, integrative adaptive leadership, teamwork, affective commitment, job satisfaction, organization effectiveness*

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