

EXAMINING THE INFLUENCE OF PATERNALISTIC LEADERSHIP ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AND REWARDS: A CASE STUDY OF THE COURTIERERS OF THE YOGYAKARTA SULTANATEDedi Yusmen^{*1}, Achmad Sudiro², Dodi Wirawan Irawanto³, Sunaryo⁴^{1,2,3,4}Faculty Of Economics And Business, University of Brawijaya

Email id: dediyusmand@gmail.com

ABSTRACT

This study was motivated by the remarkably low turnover rate among Abdi Dalem within the Yogyakarta Sultanate, despite the relatively minimal financial compensation they receive. This phenomenon suggests the presence of non-material factors that strengthen organizational commitment, particularly the implementation of paternalistic leadership within the Sultanate. However, previous studies have provided limited empirical evidence regarding the relationship between paternalistic leadership and organizational commitment, especially in non-profit and traditional cultural institutions. This study aims to examine the direct and indirect effects of paternalistic leadership on organizational commitment through job satisfaction and rewards as mediating variables. The population of this study consisted of approximately 1,300 Abdi Dalem serving under four Kawedanan Hageng within the Yogyakarta Sultanate. Using purposive sampling, 229 respondents were selected, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that paternalistic leadership does not directly influence organizational commitment. However, paternalistic leadership significantly affects job satisfaction, although job satisfaction itself does not significantly influence organizational commitment. In contrast, paternalistic leadership has a positive and significant effect on rewards, which subsequently exert a significant influence on organizational commitment. Furthermore, rewards were found to significantly mediate the relationship between paternalistic leadership and organizational commitment. The findings of this study provide several important insights. First, paternalistic leadership was found to have no significant direct effect on organizational commitment. Second, paternalistic leadership significantly influenced job satisfaction; however, job satisfaction did not significantly affect organizational commitment. Third, paternalistic leadership demonstrated a positive and significant effect on rewards, while rewards significantly influenced organizational commitment. Moreover, rewards were found to significantly mediate the relationship between paternalistic leadership and organizational commitment. These findings contribute to the existing literature in two important ways. First, they reinforce previous studies emphasizing the positive influence of paternalistic leadership on job satisfaction, particularly within non-profit organizational settings. Second, the results indicate that the effect of paternalistic leadership on organizational commitment becomes more meaningful when supported by rewards as a mediating mechanism.

Keywords: Paternalistic Leadership, Organizational Commitment, Job Satisfaction, Rewards, Yogyakarta Sultanate, *Abdi Dalem*, PLS-SEM.**1. INTRODUCTION**

Following the enactment of Law No. 13 of 2012 concerning the Special Region of Yogyakarta, the governance and management system of the Yogyakarta Sultanate underwent significant transformation. The Palace gradually adopted modern bureaucratic practices, including competency-based recruitment and improved administrative governance. Nevertheless, traditional cultural values and leadership patterns have been consistently preserved, particularly in the management of Abdi Dalem (palace courtiers). Despite receiving relatively low financial compensation, Abdi Dalem continue to demonstrate strong loyalty and organizational commitment. Interestingly, no turnover phenomenon has been identified among them, a condition that contrasts with modern management theories suggesting that rewards significantly influence organizational commitment. This phenomenon is particularly relevant to be examined through the perspective of paternalistic leadership, a leadership style characterized by authority, moral integrity, and benevolence. Paternalistic leadership is commonly practiced within collectivist societies, especially in Asian cultures, including Indonesia, where family values, hierarchy, and respect for authority remain highly emphasized. Such leadership fosters emotional reciprocity between leaders and subordinates, encouraging voluntary loyalty and obedience. However, paternalistic leadership may also generate negative consequences, including tendencies toward nepotism, dependency, and potential exploitation. Therefore, this study seeks to analyze the extent to which paternalistic leadership within the cultural context of the Yogyakarta Sultanate influences organizational commitment among Abdi Dalem, while considering the mediating roles of job satisfaction and rewards. Previous studies have demonstrated varying findings regarding paternalistic leadership. Bedi (2020) found that authoritarian leadership dimensions tend to generate negative responses from employees, whereas benevolent and morally oriented leadership dimensions contribute positively to employee attitudes. Paternalistic leaders play an important role in establishing emotional attachment in the workplace, which may encourage employees to perform beyond their formal responsibilities (Konovsky & Pugh, 1994). Nevertheless, employee responses toward paternalistic leadership may differ depending on social context, cultural background, and perceptions of leader authority (Farh, 2014). These variations indicate the importance of examining mediating and contextual variables in paternalistic leadership research (Chen & Kao, 2009). Organizational commitment is closely associated with job satisfaction, encompassing cognitive, affective, and behavioral dimensions (Judge et al., 2020). Job satisfaction is influenced not only by rewards but also by organizational effectiveness, work climate, and perceptions of fairness. Lawler and Porter (1967) emphasized that perceived fairness in rewards is essential in fostering job satisfaction. Moreover, a supportive work environment contributes significantly to employee well-being and productivity (WHO & ILO, 2022). Previous studies have also highlighted the relationship between job satisfaction and life satisfaction, although the causal direction remains debated (Judge & Watanabe, 1993; Chacko, 1983).

Employee commitment is further influenced by various forms of rewards, including intrinsic rewards (e.g., psychological fulfillment and job satisfaction), social rewards (e.g., interpersonal relationships), and extrinsic rewards (e.g., salary and promotion opportunities). Fair and appropriate rewards can enhance affective and normative commitment while improving performance and job satisfaction (Nazir et al., 2016; Khan & Afzal, 2016). However, within collectivist cultural contexts such as Indonesia, organizational loyalty is not solely determined by material rewards. Indonesian paternalistic leadership reflects the cultural concept of "fatherism," in which leaders are perceived as respected authority figures who provide protection and guidance (Irawanto et al., 2012). Studies conducted in other Southeast Asian countries, such as Malaysia and the Philippines, reveal similar cultural values emphasizing collectivism and respect for seniority. Nevertheless, paternalistic leadership also carries potential risks related to corruption and nepotism (Selvarajah et al., 2020). Research concerning paternalistic leadership in Indonesia remains limited and has primarily focused on modern business organizations. Existing findings indicate that paternalistic leadership positively affects job satisfaction and innovation, although its influence on work motivation remains inconsistent. Additionally, demographic characteristics and organizational context may strengthen or weaken the implementation and effectiveness of paternalistic leadership. The limited number of studies examining paternalistic leadership within traditional or hybrid governance systems provides significant research opportunities. One important area involves investigating the influence of paternalistic leadership on organizational commitment within organizations characterized by symbolic or below-standard remuneration systems. This issue is highly relevant to the Yogyakarta Sultanate, where paternalistic leadership remains deeply rooted in Javanese culture. Although the Palace has adapted to modern governance requirements following the enactment of Law No. 13 of 2012, traditional cultural values continue to shape organizational practices and leadership patterns. Prior to the implementation of the Special Autonomy Law, the Palace administration operated through informal and manual systems. However, increasing demands for accountability and financial governance encouraged the Palace to adopt more modern management principles. Institutional reforms included the strengthening of Kawedanan Hageng Panitrapura through the establishment of several new administrative divisions, namely Tepas Tanda Yekti (data center), Tepas Purwoaji Laksono (administration), and Tepas Witardana (social affairs). Furthermore, the Special Autonomy Law enabled additional honorariums for Abdi Dalem through the Special Autonomy Fund (Dana Keistimewaan or DAN AIS), the value of which significantly exceeded previous compensation arrangements. This development marked an important transformation in the traditional remuneration system within the Yogyakarta Sultanate.

Table 1. Comparison of Rewards Before and After DAN AIS

NO	Official Positions	BEFORE	AFTER
1	Pangeran Sentana	Rp 135.000	Rp 135.000+Rp 660.000
2	Bupati Nayaka	Rp 128.000	Rp 128.000+ Rp 631.000
3	Bupati Kliwon	Rp 125.000	Rp 125.000+Rp 612.000
4	Bupati	Rp 90.000	Rp 90.000+Rp 582.500
5	Bupati Anom	Rp 80.000	Rp 80.000+Rp 552.000
6	Riyo Bupati Anom	Rp 60.000	Rp 60.000+Rp 512.000
7	Wedana	Rp 40.000	Rp 40.000+Rp 495.000
8	Panewu	Rp 40.000	Rp 40.000+Rp 453.750
9	Lurah	Rp 39.000	Rp 39.000+Rp 437.500
10	Bekel Sepuh	Rp 37.500	Rp 37.500+Rp 400.000
11	Bekel Anom	Rp 35.000	Rp 35.000+Rp 335.000
12	Jajar	Rp 10.000	Rp 10.000+Rp 291.500

Source: Tepas Dwarapura 2017

The amount of DANAIS itself has increased from year to year: in 2013, it was IDR 231.4 billion; in 2014, it was IDR 523.9 billion; in 2015, it was IDR 547.5 billion; in 2016 it was IDR 547.5 billion; in 2017 it was IDR 800 billion; in 2018 it was IDR 800 billion; in 2019 it was IDR 1 trillion; in 2020 it was IDR 1.32 trillion; in 2021 it was IDR 1.3 trillion. This fund is allocated for the Yogyakarta Sultanate by 83% and for Pura Pakualaman by 17%. The allocation is based on the number of Abdi Dalem.

The semi-symbolic remuneration system is reflected in the practice of giving *ketubah* to Abdi Dalem. *Kekucah* is not based on the amount of rupiah received by Abdi Dalem, but rather on a kind of formal sign or symbol of clarity regarding rewards, awards, or positive appreciation. The amount of *kekucah* is not at all a measure of work commitment, let alone other forms of rewards other than money. According to Sulistyowati (2016), the main reason someone becomes an Abdi Dalem is the need to receive the Sultan's blessing, achieve spiritual peace, and not be too oriented toward worldly needs.

From here, there is an interesting knowledge gap to explore in the study of Leadership and organizational behavior, especially when we compare mainstream leadership theories that emphasize rewards as the main driver of organizational commitment with the unique reality demonstrated by Abdi Dalem Keraton Yogyakarta. Transactional leadership theories, for example, often place the reward and punishment system as a key mechanism to motivate employees and build loyalty to the organization. In this paradigm, organizational commitment is considered a rational response to the incentives offered, such as competitive salaries, bonuses, promotions, and other benefits. The logic behind it is simple: Employees will be more motivated to give their best and remain loyal to the organization if they feel materially rewarded.

However, the phenomenon of the Abdi Dalem Keraton Yogyakarta offers a different perspective and challenges the basic assumptions in mainstream leadership theory. The Abdi Dalem, which literally means "inner servants" or "servants of the king," are individuals who dedicate themselves to serving the Sultan and preserving the traditions and culture of the Keraton Yogyakarta. What is interesting is that this devotion is often done with relatively low financial rewards, even tending to be symbolic. Nevertheless, the organizational commitment shown by Abdi Dalem is very high and has stood the test of time. They carry out their duties and responsibilities with full dedication, loyalty, and a deep sense of belonging to the Keraton.

This contradiction between mainstream leadership theory and the reality of Abdi Dalem raises an important question: if financial rewards are not the primary factor driving their organizational commitment, then what really motivates them? The answer likely lies in deep and complex non-material factors. First, there is the aspect of strong cultural values and traditions. For Javanese people, especially those who have ties to the Palace, serving the Sultan is considered an honor and a moral obligation. It is not just a job but a calling that has spiritual and historical meaning.

Second, there is a strong sense of belonging and identity towards the Abdi Dalem community and the Palace as a whole. They feel like they are part of something bigger than themselves, namely a cultural institution that has a long history and an important role in society. The sense of togetherness and solidarity among the Abdi Dalem also strengthens their commitment. They support each other and work together to maintain the sustainability of the Palace.

Third, intrinsic motivation plays a very significant role. The Abdi Dalem are likely to feel proud and satisfied with their work because they see it as a real contribution to the preservation of Javanese culture and tradition. They may also feel spiritual and emotional satisfaction from serving the Sultan and the community. The rewards they seek may be more internal, such as respect, recognition, and inner satisfaction.

Fourth, the Sultan's leadership aspect also cannot be ignored. Although it does not directly provide large financial rewards, the Sultan's charismatic, wise, and nurturing Leadership is likely to foster respect, loyalty, and commitment among the Abdi Dalem. A leadership style that emphasizes noble values, tradition, and common welfare can be a strong motivator for his followers.

Thus, the case of Abdi Dalem Keraton Yogyakarta shows that mainstream leadership theories that focus too much on financial rewards may have limitations in explaining the phenomenon of organizational commitment in different cultural contexts. There are other factors, such as cultural values, group identity, intrinsic motivation, and value-oriented leadership styles, which also play important roles in building strong and lasting commitment. Further research is needed to better understand the dynamics of organizational commitment in non-Western contexts and to develop more comprehensive and cross-culturally relevant leadership theories. The Abdi Dalem phenomenon is an important reminder that humans are not only motivated by money, but also by meaning, purpose, and belonging. This knowledge gap offers rich opportunities to expand our understanding of Leadership and organizational behavior in different parts of the world.

With the above background, this dissertation will examine the phenomenon of Abdi Dalem's organizational commitment in the Yogyakarta Palace in relation to rewards and job satisfaction using the paternalistic leadership theory approach. The research context of the Yogyakarta Palace, which is an integral part of the Leadership and governance of the local government, is a new phenomenon that can be an alternative to the polarization of modern and traditional organizational Leadership and governance. The urgency of this dissertation is to take a closer look at the practice of paternalistic Leadership, which, as found by Irawanto (2009) and Irawanto et al. (2011), has roots in Javanese culture. By taking a closer look at the practice of paternalistic Leadership in the Yogyakarta Palace, which organizationally still practices Javanese values, this study is expected to be an alternative reference in efforts to find and/or formulate an effective leadership style rooted in Indonesian culture.

Research on the influence of paternalistic Leadership on organizational commitment shows mixed results. Some studies show a positive influence, while others find that not all dimensions of paternalistic Leadership have a significant effect on commitment. It is the difference influenced by the cultural Context and the existence of power imbalances between leaders and subordinates. In the Context of social exchange theory, paternalistic Leadership requires a reciprocal relationship, where protection from leaders is reciprocated with loyalty and commitment from employees. However, many previous studies have not fully explored the mediating mechanisms that bridge this relationship.

Previous studies tend to focus on job satisfaction as a mediator. However, social exchange theory also emphasizes the importance of rewards—both financial and non-financial—as a key component in building reciprocal relationships. This study attempts to fill this gap by comparing the mediating power between job satisfaction and rewards in the Context of a paternalistic culture. This study also considers the dynamics of Indonesian culture that have a familial and mutual cooperation character, which can moderate social relations in organizations. Given that most previous studies were conducted in East Asia, the relevance of this mediation model needs to be tested in Indonesia to broaden the theoretical and empirical scope of paternalistic Leadership.

In addition, this study highlights that job satisfaction and rewards should not be examined separately, as they represent two distinct types of exchange—socio-emotional and instrumental—that can reinforce each other. By evaluating their interaction, this study aims to provide a more holistic understanding of the dynamics of exchange in paternalistic Leadership and provide practical recommendations for organizations to design strategies that effectively enhance organizational commitment.

2. LITERATURE REVIEW

2.1. The Influence of Paternalistic Leadership on Organizational Commitment

Paternalistic Leadership is a leadership style that is widely developed in societies that have a collectivistic culture, familial, respect for hierarchy, interpersonal harmony, and agricultural society. According to Farh and Cheng (2000) and Cheng et al. (2008), paternalistic Leadership combines strong discipline and authority with a fatherly attitude and moral integrity. Farh et al. (2006), Walumbawa and Lawler (2003), Erben and Guneser (2008), Chen et al. (2011, 2019), Irawanto (2011), Erlangga et al. (2013), Mansur et al. (2017), Huang et al. (2023), and Putra et al. (2023) state that paternalistic Leadership influences workers' organizational commitment. Paternalistic leaders are likened to fathers in a family (Farh and Cheng, 2000; Irawanto, 2011, 2012; Aycan, 2013) who will provide attention, care, and affection for the fate of their children. In the Context of work, paternalistic leaders will provide attention, care, and affection to their workers as a whole, not limited to the scope of work. Moreover, in return, workers will give their commitment to the organization (Farh and Cheng, 2000; Erben and Guneser, 2008; Irawanto, 2011). The description shows that paternalistic Leadership affects organizational commitment, as in the following hypothesis:

H.1 Paternalistic leadership influences organizational commitment.

2.2. The Influence of Paternalistic Leadership on Job Satisfaction

Job satisfaction is an evaluative assessment of a person's work based on considerations of cognitive, affective, and behavioral aspects (Judge et al., 2021). Many factors influence job satisfaction, such as the work environment, rewards, and leadership style. A paternalistic leadership style is considered to influence job satisfaction. This is in line with research by Chen and Kao (2009), Gul and Ayse (2008), Irawanto et al. (2012), Chan and Mak (2012), Hakimian et al. (2014), Sutrisno (2017), Nurcahyanto et al. (2018), Arie and Aktif (2020), Nal et al. (2021), Xia et al. (2022), Putra et al. (2023). The positive relationship that is built between leaders and workers makes workers feel satisfied with their organization (Chan and Mak, 2012). In the research of Irawanto et al. (2012), job satisfaction is obtained when workers feel support from paternalistic leaders, which then triggers the emergence of productivity and effectiveness. Meanwhile, Nal et al. (2021)

argue that paternalistic Leadership has a positive influence on the growth of altruism, caution, politeness, sportsmanship, and virtue in workers, which indicates job satisfaction. It means that paternalistic Leadership can trigger job satisfaction, which can be formulated in the following hypothesis:

H.2 Paternalistic leadership influences job satisfaction

2.3. The Influence of Paternalistic Leadership on Rewards

One form of leader concern is providing fair and ideal rewards. Rewards are an important component of the relationship between leaders and workers (Khan and Afzal, 2016). Rewards do not have to be monetary or material; they can also take the kind of helpful supervisors, a nice work atmosphere, and competent supervision, among other things (Lawler, 1967; Kasl, 1973; Schultz, 2006; Stewart and Brown, 2020). One of the characteristics of a paternalistic leader is his concern for the welfare of workers. This concern is manifested in various forms of rewards, ranging from intrinsic, social, and extrinsic rewards (Farh and Cheng, 2000; Erben and Guneser, 2008; Irawanto et al., 2012; Hakimian, 2014; Lee et al., 2017; Nal et al., 2021). Paternalistic leaders always position themselves as the beneficiary, while workers are the recipients (Aycan, 2006). Research by Cheng et al. (2004), Aycan (2006), and Irawanto et al. (2012) show the influence of paternalistic Leadership on rewards. Likewise, Putra et al. (2023) found the influence of paternalistic Leadership on rewards and job satisfaction. As an attitude of respect and gratitude for this concern, workers will usually become more productive and show high work enthusiasm (Restubog and Bordia, 2006). The influence of paternalistic Leadership on rewards, as described in the various studies above, can be formulated in the following hypothesis:

H.3 Paternalistic leadership influences rewards

2.4. The Influence of Job Satisfaction on Organizational Commitment

Workers who are satisfied with their jobs are characterized by a pleasant emotional attitude and love for their jobs. According to Aryee et al. (2007), Mosadeghrad et al. (2008), Newman and Sheikh (2012), Choi et al. (2015), Aladwan et al. (2015), and Aboramadan et al. (2020), job satisfaction influences the level of employee commitment to the organization. Choi et al. (2015) observed that organizational commitment is not only determined by work environment factors but also by individual personality and perception. This finding is in line with many studies that mention multifactorial job satisfaction (Gilmer, 1966; Locke, 1969; Allen and Meyer, 1990; Caldwell et al., 1990; Heidjrachman and Husnan, 2002; Suryani, 2018; Judge et al., 2021). Research by Mosadeghrad et al. (2008) showed that job satisfaction will affect the high level of organizational commitment of workers. On the other hand, Aryee et al. (2007) and Newman and Sheikh (2012) found that job dissatisfaction will affect the low level of organizational commitment of workers. Regardless of the differences in factors that affect the level of job satisfaction, from the description, it is clear that there is an influence of job satisfaction on organizational commitment, which is formulated in the following hypothesis:

H.4 Job satisfaction influences organizational commitment

2.5. The Influence of Rewards on Organizational Commitment

Rewards are one of the mechanisms used by organizations to trigger and/or increase workers' organizational commitment (Cohen and Gattiker, 1994). According to Bhatti (2011), if workers receive adequate remuneration, they tend to have a high level of commitment to the organization. Similar conclusions were also found in the studies of Malhotra et al. (2007), Joo (2010), Aladwan et al. (2015), Khan and Afzal (2016), Nazir et al. (2016), Hadžiahmetović and Dinç (2017), and Aboramadan et al. (2020). According to Malhotra et al. (2007), providing fair rewards can spur workers' affective commitment, normative commitment, and continuance commitment to the organization. The relationship that is built is that the organization provides fair rewards to workers, and then workers will provide the best commitment and performance for the organization. Meanwhile, Choi et al. (2015) saw that workers with a collectivist cultural background would generally remain committed to the organization even though the rewards (material) received are not ideal. This description shows that there is a link between the influence of rewards on organizational commitment, as described in the following hypothesis:

H.5 Rewards influence organizational commitment

2.6. Job Satisfaction Mediates Paternalistic Leadership on Organizational Commitment

The influence of paternalistic Leadership on organizational commitment has been widely reviewed by researchers (Farh et al., 2006; Walumbawa and Lawler, 2003; Erben and Guneser, 2008; Chen et al., 2011, 2019; Irawanto, 2011; Erlangga et al., 2013; Mansur et al., 2017; Huang et al., 2023; Putra et al., 2023). These studies produce different conclusions regarding the extent of the influence of paternalistic Leadership on organizational commitment. This difference occurs because paternalistic Leadership has several main characteristics, each of which triggers different responses. The most striking difference is the influence of authoritarian Leadership on organizational commitment. Farh and Cheng (2000), Chen et al. (2019), and Aryee et al. (2007) found that authoritarian leadership characteristics affect low organizational commitment. Meanwhile, research by Huang et al. (2023) shows that leaders with authoritarian characters do not necessarily have negative values in the eyes of workers. Leader capabilities work climate, culture, and worker perceptions – which are factors in job satisfaction – are important variables that influence the level of organizational commitment (Aryee et al., 2007; Mosadeghrad et al., 2008; Irawanto et al., 2013; Chen et al., 2019; Choi et al., 2015; Huang et al., 2023). From the studies above, it can be concluded that job satisfaction mediates paternalistic Leadership on organizational commitment, with the following hypothesis:

H.6 Job satisfaction has a mediating effect on the relationship between paternalistic Leadership and organizational commitment.

2.7. Rewards Mediate Paternalistic Leadership on Organizational Commitment

Leaders with a paternalistic leadership style have high concern and attention to the welfare of workers, and in return, workers are expected to provide their organizational commitment (Farh and Cheng, 2000; Erben and Guneser, 2008; Irawanto et al., 2012; Hakimian, 2014; Lee et al., 2017; Nal et al., 2021). Workers' responses to the relationship between paternalistic Leadership and organizational commitment are highly dependent on the rewards given. Workers who receive ideal and fair rewards from paternalistic leaders will have high organizational commitment, and conversely, receiving rewards that are not ideal and fair will trigger low organizational commitment of workers (Restubog and Bordia, 2006; Bhatti, 2011; Malhotra et al., 2007; Joo, 2010; Aladwan et al., 2015; Khan and Afzal, 2016; Nazir et al., 2016; Hadžiahmetović and Dinç, 2017; and Aboramadan et al., 2020). The description shows that rewards influence the high or low influence of paternalistic Leadership on organizational commitment. Thus, rewards have a mediating effect in the relationship between paternalistic Leadership and organizational commitment, as in the following hypothesis:

H.7 Rewards have a mediating effect on the relationship between paternalistic Leadership and organizational commitment.

3. METHODS

This dissertation employed an exploratory research approach aimed at examining the relationships among variables using primary data. The study adopted a quantitative research design complemented by qualitative inquiry through literature review and in-depth interviews. Quantitatively, the research sought to explain the relationships among variables through hypothesis testing while simultaneously analyzing the influence of several independent variables on organizational commitment. In line with the objectives of the study, this research aimed to analyze, test, and confirm the effects of paternalistic leadership, job satisfaction, and rewards on organizational commitment. This mixed approach was selected because quantitative data are useful for explaining "what" relationships occur, whereas qualitative data help explain "why" such relationships exist (Creswell & Plano Clark, 2007).

The population of this study consisted of approximately 1,300 Abdi Dalem of the Yogyakarta Sultanate, divided into two major groups: Punakawan and Keprajan. Abdi Dalem Punakawan are further classified into Tepas and Caos, each characterized by different work schedules and responsibilities. Meanwhile, Abdi Dalem Keprajan consist of retired members of the Indonesian National Armed Forces (TNI), National Police (Polri), and civil servants who voluntarily dedicate their service to the Palace.

This study employed a purposive sampling technique by selecting respondents who met specific criteria, namely individuals aged above 17 years and those who had completed at least two years of service or apprenticeship within the Palace. A total of 245 questionnaires were distributed, of which 233 were successfully returned, resulting in a response rate of 94.8%. After the data screening process, 229 questionnaires (94.18%) were deemed valid and suitable for analysis.

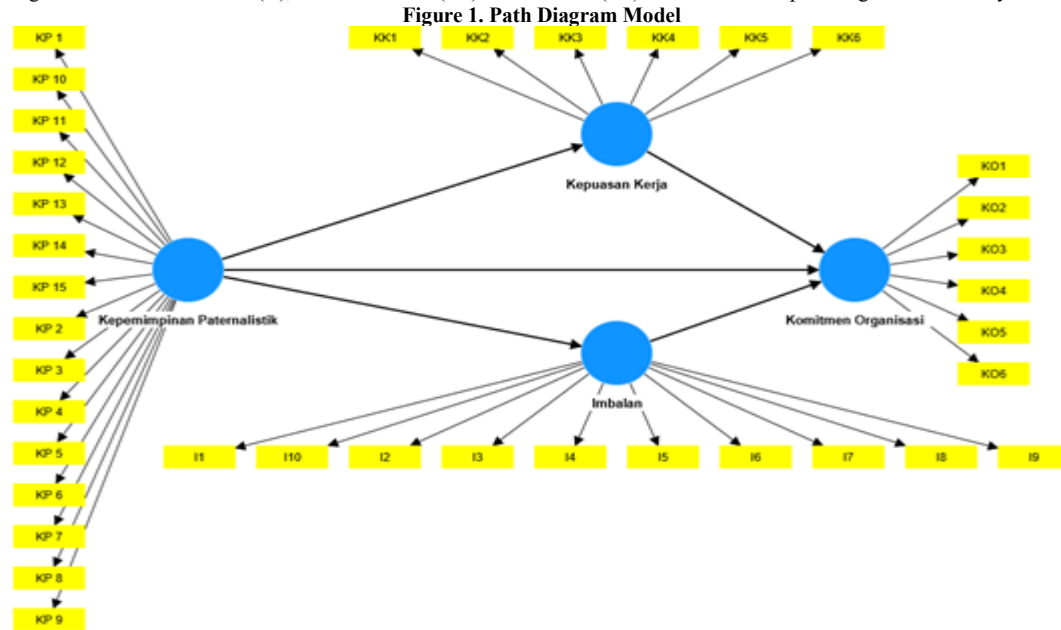
Data collection was conducted through direct surveys administered to respondents. Primary data were obtained from structured questionnaires, while secondary data were collected from books, academic articles, regulations, and other relevant sources. To complement the quantitative findings, in-depth interviews were also conducted with selected Abdi Dalem of the Yogyakarta Sultanate to obtain a deeper understanding of organizational commitment and the factors influencing it, particularly paternalistic leadership, job satisfaction, and rewards.

The data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the proposed hypotheses and evaluate the relationships among the research variables.

4. RESULTS AND DISCUSSION

4.1 Research Model Results

Evaluating external models and internal models and reviewing competitor models can be done after creating a path diagram based on the hypothesis and research model that has been proposed previously. In this study, there is 1 (one) exogenous variable, namely Paternalistic Leadership (X1), and 3 (three) endogenous variables, namely Organizational Commitment (Y), Job Satisfaction (X2) and Rewards (X3). The form of the path diagram in the study is as follows:



4.2 Evaluation of Measurement Model (Outer Model)

The first stage in assessing the measurement model is to estimate the item loading and assess its significance with the criteria of loading factor value >0.708 and t statistic >1.96. Loading factor value above 0.708 indicates that the construct can explain more than 50% of the indicator variance. The results of the measurement model test that can show the loading factor can be seen in Table (5.2).

The results of the loading factor calculations vary between 0.690 and 0.875. J. F. Hair et al. (2021) stated that researchers often obtain weaker loading factors (<0.708) for measurement models in social science studies, especially for newly developed scales. In this case, researchers should carefully examine the impact of deleting an indicator on other validity and reliability measures. In general, indicators between 0.40 and 0.708 should be considered for deletion only if the deletion of the indicator affects increasing internal consistency reliability or convergent validity above the recommended threshold value. Another consideration in the decision of whether to delete an indicator is the extent to which the deletion of the indicator affects content validity, which refers to the extent to which a measure represents all aspects of a particular construct. As a consequence, indicators with weak loading factors sometimes need to be retained. However, indicators with very low loadings (<0.40) should always be removed from the measurement model.

4.3 Hypothesis Testing

Hypothesis testing was conducted by examining the t-statistic and p-value results. Assuming a significance level of 5%, a t-statistic value greater than 1.96 (two-tailed test) and a p-value lower than 0.05 indicate that the indicators are statistically significant. When both criteria are satisfied, it can be concluded that there is a significant relationship between the exogenous and endogenous variables, and thus the proposed hypothesis is accepted.

Based on the bootstrapping algorithm results generated using SmartPLS 4, the findings demonstrated varying outcomes. Of the seven proposed hypotheses, three were rejected, consisting of two direct-effect relationships and one mediating effect. The rejected hypotheses included: (1) the effect of paternalistic leadership on organizational commitment, (2) the effect of job satisfaction on organizational commitment, and (3) the mediating effect of job satisfaction on the relationship between paternalistic leadership and organizational commitment. Meanwhile, the remaining four hypotheses indicated significant relationships among the variables and were therefore accepted. The results of the hypothesis testing for the variables examined in this study are presented in the following table:

Table 2. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Information
Paternalistic Leadership -> Organizational Commitment	0,042	0,043	0,060	0,705	0,481	Rejected
Paternalistic Leadership -> Job Satisfaction	0,420	0,427	0,056	7,551	0,000	Accepted
Paternalistic Leadership -> Rewards	0,219	0,227	0,062	3,533	0,000	Accepted
Job Satisfaction -> Organizational Commitment	-0,005	-0,005	0,062	0,083	0,934	Rejected
Rewards -> Organizational commitment	0,642	0,644	0,055	11,716	0,000	Accepted
Paternalistic Leadership -> Job Satisfaction -> Organizational Commitment	-0,002	-0,003	0,027	0,081	0,936	Rejected
Paternalistic Leadership -> Rewards -> Organizational Commitment	0,141	0,146	0,041	3,424	0,001	Accepted

Source: Processed primary data (2023)

4.3.1 The Effect of Paternalistic Leadership on Organizational Commitment

Paternalistic Leadership in organizations provides attention, affection, and care that covers aspects of work and personal life. The influence of paternalistic Leadership on organizational commitment has been studied with mixed results. Several studies show a positive and significant influence on organizational commitment, as found by Erben & Güneşer (2008), who stated that paternalistic Leadership creates a humanistic and ethical work climate. However, other studies show that the influence of paternalistic Leadership is not significant. One of the reasons put forward is that Leadership that is unable to create a supportive work climate can reduce organizational commitment.

Huang et al.'s (2022) research shows that the influence of paternalistic Leadership on organizational commitment depends on the leader's capability. Leaders with high capability tend to encourage organizational commitment, while leaders with low capability tend to decrease it. On the other hand, social exchange theory suggests that beneficial interactions between individuals and organizations influence organizational commitment. In the case of Abdi Dalem Keraton Yogyakarta, organizational commitment is more influenced by their social status as part of the Keraton than the influence of paternalistic Leadership.

The commitment of Abdi Dalem, which is a priori, does not depend on the leadership style in the Palace. They choose to become Abdi Dalem because of their commitment to the social status and honor they get, which is stronger than the direct influence of their leaders.

4.3.2 The Influence of Paternalistic Leadership on Job Satisfaction

Research shows that paternalistic Leadership has a positive effect on job satisfaction. Saifullah et al. (2022) found that paternalistic Leadership is positively related to job satisfaction at the Pekanbaru City Regional Revenue Agency, which provides a sense of security and support to subordinates. Research by Indartinah et al.

(2022) also shows a positive relationship between paternalistic Leadership and affective commitment, which is related to job satisfaction. This Leadership creates a supportive environment, reduces stress, and increases employee engagement, as found by Juniarta et al. (2024).

Leaders who provide support to workers and create positive relationships can trigger job satisfaction (Irawanto et al., 2012; Xia et al., 2022). Moral and wise Leadership, as explained by Farh and Cheng (2000) and Shi et al. (2020), also increases respect and job satisfaction. In the Yogyakarta Palace, paternalistic Leadership strengthens job satisfaction through the granting of names and titles that increase the social status of Abdi Dalem. These titles provide honor and increase satisfaction in their work.

The social exchange theory explains the reciprocal relationship between leaders and subordinates, where the Sultan as a leader provides protection and rewards, while Abdi Dalem provides loyalty and dedication. Abdi Dalem's job satisfaction is created because they feel appreciated and have an important role in the Palace's social system, creating a harmonious and mutually beneficial symbiotic relationship.

4.3.3 The Influence of Paternalistic Leadership on Rewards

The third hypothesis tests the effect of paternalistic Leadership on rewards. Chai et al. (2020) stated that reward fairness is related to the fair treatment of individuals based on their performance. Paternalistic leaders often provide rewards based on the contributions of their subordinates, either in the form of intrinsic rewards (such as job satisfaction) or extrinsic rewards (such as salary or promotion). Research by Cheng et al. (2004) and Irawanto (2012) showed a positive effect of paternalistic Leadership on rewards.

Social exchange theory explains the reciprocal relationship between leaders and subordinates, where rewards—both material and non-material—are obtained by employees in response to good treatment from leaders. In the Yogyakarta Palace, Abdi Dalem feels great non-material rewards, while young Abdi Dalem prioritizes material rewards. The existence of the Special Fund (Danais) also has a positive impact on material rewards for Abdi Dalem, who previously only depended on devotion.

Paternalistic Leadership, although often considered less effective in modern contexts, can influence reward systems in organizations. Research by Cheng et al. (2016) shows that employees who perceive high support from paternalistic leaders tend to exhibit behaviors that contribute to better performance evaluations and higher rewards. Paternalistic leaders seek to distribute rewards fairly based on individual performance and needs, which increases motivation and job satisfaction. This Leadership can also affect rewards through the mechanism of distributive justice. Leaders who pay attention to fairness in the distribution of rewards can increase intrinsic motivation and job satisfaction, which results in better rewards. Employee development is also an important aspect, where paternalistic leaders invest in improving employee skills, which opens up opportunities for better rewards, such as promotions or salary increases.

Paternalistic Leadership is also related to loyalty and organizational commitment. Employees who feel valued and supported tend to be more loyal and motivated to give their best in their jobs, which in turn leads to higher rewards. Research by Erdoğan et al. (2017) showed a positive relationship between paternalistic Leadership and affective commitment, which in turn is related to better rewards.

However, the effectiveness of paternalistic Leadership in influencing rewards depends on contextual factors, such as organizational culture and individual employee preferences. Paternalistic leaders who are successful in cultures that value hierarchy and loyalty are more effective in motivating employees and influencing reward systems. Transparency and consistency in the application of reward systems are also important to ensure fairness and avoid perceptions of favoritism.

In conclusion, paternalistic Leadership can positively influence rewards through the mechanisms of reciprocity, distributive justice, employee development, and the creation of a positive work environment. However, contextual factors such as organizational culture and employee preferences influence its effectiveness. Further research is needed to understand better the relationship between paternalistic leadership and reward systems in various organizational settings.

4.3.4 The Influence of Job Satisfaction on Organizational Commitment

The fourth hypothesis tests the effect of job satisfaction on organizational commitment. Several studies have shown that job satisfaction affects employee commitment to the organization (Aryee et al., 2007; Mosadeghrad et al., 2008; Newman & Sheikh, 2012; Choi et al., 2015; Aladwan et al., 2015; Aboramadan et al., 2020). Employees who are satisfied with their jobs tend to have positive attitudes and are loyal to the organization. Social exchange theory explains that when employees are satisfied with their jobs, they tend to be more committed to the organization, developing loyalty, dedication, and a desire to contribute more.

Research shows that job satisfaction and organizational commitment have a significant positive relationship (Mathieu & Zajac, 1990; Meyer et al., 2002). Some mechanisms that explain this relationship include increased positive feelings, reduced turnover intentions, psychological needs fulfillment, and perceived organizational support. However, there is also research that shows that job satisfaction is not always positively related to organizational commitment (Newman & Sheikh, 2012; Sutiyeem et al., 2020).

Research by Swasto Sunuharjo et al. (2016) and Fauzi et al. (2022) shows that job satisfaction affects performance but is not always related to organizational commitment. Hesty Yuliasari et al. (2020) also found that the relationship between the two is not always positive. Based on this research, organizations need to consider other factors that influence commitment, such as the work environment, company policies, and management.

In the Context of Abdi Dalem in the Yogyakarta Palace, organizational commitment comes from an attitude of devotion to the Sultan and the Palace, not from the job satisfaction felt. The Abdi Dalem devote themselves based on the cultural-spiritual values of Javanese society, which prioritize loyalty and devotion. Job satisfaction here is not the main factor in forming organizational commitment. Instead, this commitment is more influenced by noble values, such as *nrimo* (the pandemic (accepting what is)), which is part of their work culture.

4.3.5 The Influence of Rewards on Organizational Commitment

Rewards and organizational commitment are two important variables in human resource management that are closely related to employee performance. Rewards, both financial and non-financial, play a key role in creating a positive and supportive work environment. Organizational commitment refers to an employee's attachment to an organization, which is often influenced by the level of job satisfaction and fulfillment.

Chen et al.'s (2021) research shows that rewards are positively related to affective commitment, which describes employees' emotional attachment to the organization. Employees who feel appreciated and fairly rewarded tend to have higher affective commitment. Ni Made Yudhaningsih et al. (2023) revealed that rewards are also related to continuance commitment, where employees feel obliged to continue working because of the costs or losses incurred if they leave the organization. Meanwhile, Roby Sambung (2022) shows a positive relationship between rewards and normative commitment, namely the feeling of obligation to remain in the organization because of the values that are valued.

Further research by Achmad Fauzi et al. (2022) shows that rewards are related to employee performance and productivity, which in turn can increase organizational commitment. It is in line with equity theory which explains that employees will feel more committed to the organization if they receive fair rewards according to their contributions (McFarlin & Sweeney, 1992). Another study by Wayne et al. (1997) supports that organizational support, which is often manifested through a good reward system, is positively related to employee affective commitment.

Social exchange theory also strengthens this relationship, explaining that rewards serve as a stimulus that triggers employees to reciprocate by increasing their commitment to the organization. When organizations provide fair and meaningful rewards, employees feel obligated to reciprocate in the form of stronger emotional attachment (affective commitment) and willingness to remain in the organization (normative commitment). In the Context of the Yogyakarta Palace, the rewards received by Abdi Dalem, although symbolic, have a major impact on their commitment to the Sultan and the organization.

However, the effectiveness of rewards in increasing organizational commitment is influenced by several factors, such as individual characteristics, organizational culture, and social comparison justice. Employees with different values and preferences may respond differently to rewards, so organizations need to design reward systems that are fair, transparent, and in line with employee needs. It suggests that rewards that are well-designed and tailored to the cultural Context and individual characteristics can strengthen employees' ties to the organization, increase their commitment, and ultimately support organizational success.

Overall, rewards play an important role in building organizational commitment through the mechanisms of fairness, social exchange, and fulfillment of employees' psychological needs. Organizations need to ensure that the reward system implemented is fair, transparent, and able to meet both the financial and psychological needs of employees to increase their commitment and performance.

4.3.6 The Role of Job Satisfaction in Mediating the Effect of Paternalistic Leadership on Organizational Commitment

The sixth hypothesis predicts that job satisfaction mediates the effect of paternalistic Leadership on organizational commitment. However, the test results show that this hypothesis is rejected. Job satisfaction is not proven to mediate the relationship between paternalistic Leadership and Abdi Dalem's organizational

commitment to the Sultan. It means that, even though there is job dissatisfaction among Abdi Dalem, their organizational commitment to the Sultan remains high. Job satisfaction does not affect their high commitment to being part of the Yogyakarta Palace.

Paternalistic Leadership, which is authoritarian but cares about the welfare of subordinates, can affect job satisfaction. Paternalistic leaders provide emotional and instrumental support, creating a safe and supportive work environment, which can increase job satisfaction. Research by Ersoy et al. (2016) and Pellegrini and Scandura (2018) showed that paternalistic leader concern is positively related to employee job satisfaction.

However, in the Context of Abdi Dalem, job satisfaction does not mediate organizational commitment. Their social status as respected Abdi Dalem has become part of their identity. It strengthens the organizational commitment that is a priori, independent of the level of job satisfaction. The image of Abdi Dalem as part of the life of the Yogyakarta Palace remains attached, even without significant job satisfaction.

This study also refers to the social exchange theory, which states that the relationship between organizations and employees is a reciprocal exchange. Rewards, both financial and non-financial, trigger commitment as a form of reciprocation from employees. Although the material rewards received by Abdi Dalem are small in nominal terms, the symbolic meaning of the rewards strengthens their commitment, as seen in the system of giving "kekucah" by the Sultan.

Overall, although job satisfaction can increase organizational commitment in many contexts, in the case of Abdi Dalem, their organizational commitment is more influenced by the social identity and status they gain from being part of the Yogyakarta Palace.

4.3.7 The Role of Rewards in Mediating the Effect of Paternalistic Leadership on Organizational Commitment

The seventh hypothesis in this dissertation examines the role of rewards on the influence of paternalistic Leadership on organizational commitment. The test results show that rewards mediate the influence of paternalistic Leadership on the organizational commitment of Abdi Dalem in the Yogyakarta Palace. Abdi Dalem sees rewards as a form of symbolic appreciation, such as the peace and blessings of the Sultan, which influences their commitment to the Palace. Social exchange theory states that repeated social interactions create a society that continues to evolve, and the provision of rewards by the Sultan strengthens Abdi Dalem's belief that their devotion is appreciated.

These findings suggest that material rewards, even in a traditional context, also play an important role in enhancing Abdi Dalem's commitment. While traditions and intangible values are the basis of their lives, tangible rewards, such as money or allowances, deepen their commitment. It is also a lesson for other sultanate institutions in Indonesia to build better business management systems to enhance organizational commitment and performance.

Paternalistic Leadership, which involves authority, benevolence, and moral Leadership, has been shown to increase job satisfaction through fair rewards. Job satisfaction is a result of factors such as the work environment, coworker relationships, and rewards received. Rewards, both financial and non-financial, play an important role in creating a positive work environment and increasing job satisfaction. Paternalistic Leadership that provides emotional and material attention can strengthen the relationship between Leadership and job satisfaction.

Research shows that fair rewards act as a mediator in the relationship between paternalistic Leadership and job satisfaction. Research by Saifullah et al. (2022) shows that rewards strengthen the influence of paternalistic Leadership on job satisfaction. The theory of justice and social exchange explains that employees who feel appreciated through rewards will increase their commitment to the organization.

Empirical studies support the argument that rewards, both extrinsic and intrinsic, play an important role in increasing job satisfaction. Extrinsic rewards satisfy basic needs, while intrinsic rewards satisfy the psychological needs of employees. Material rewards not only strengthen distributive justice but also increase employee commitment, which in turn improves organizational performance. Research also shows that leaders who provide fair material rewards are perceived as more caring by employees, which strengthens their commitment to the organization.

These findings underscore the importance of balancing emotional support and financial compensation in paternalistic Leadership. Organizations need to build transparent and fair compensation systems and ensure that material rewards are provided proportionally to strengthen organizational commitment.

5. CONCLUSION

The findings of this study confirm that rewards fully mediate the influence of paternalistic leadership on the organizational commitment of Abdi Dalem within the Yogyakarta Sultanate. This indicates that paternalistic leadership does not directly affect organizational commitment; rather, its influence operates through employees' perceptions of rewards, both material and non-material, which are interpreted as symbolic forms of appreciation from the Sultan. Although paternalistic leadership significantly influences both job satisfaction and reward perception, job satisfaction itself was found to have no significant effect on organizational commitment. These findings suggest that the commitment of Abdi Dalem is shaped more strongly by socio-cultural values, symbolic recognition, and social honor attached to their role than by factors related to workplace comfort or satisfaction.

This study also highlights emerging dynamics within traditional organizations, particularly concerning the gradual monetization and commodification of social service and voluntary work. In the context of the Yogyakarta Sultanate, the provision of rewards has not diminished the symbolic relationship between leaders and members. However, in other non-profit organizations, reward systems may potentially alter the underlying values of devotion and voluntary service. Today, many civil society organizations and modern non-profit institutions have increasingly adopted professionalized career systems in which rewards constitute an essential mechanism for maintaining member loyalty. Therefore, these findings provide important implications for organizational managers in balancing symbolic socio-cultural rewards with rational material compensation in order to sustain organizational development without losing institutional identity and traditional values.

Finally, the validity of rewards as a predictor and mediating factor of organizational commitment requires further investigation. Future studies should examine whether the effectiveness of rewards as a mediating mechanism is specific to the Palace's current managerial transition period or whether it remains applicable across broader organizational contexts and conditions. In addition, the relevance of paternalistic leadership in the era of modernization also deserves further evaluation, particularly in comparison with other leadership approaches such as transformational, transactional, and patrimonial leadership. Given the limited number of studies on paternalistic leadership within traditional or hybrid organizations in Indonesia, this field remains highly open for further academic exploration and empirical research.

REFERENCE

- Aboramadan, M., Albashiti, B., Alharazin, H., & Dahleez, K. A. (2020). Human resources management practices and organizational commitment in higher education. *International Journal of Educational Management*, 34(1), 154–174. <https://doi.org/10.1108/IJEM-04-2019-0160>
- Achmad Fauzi, Erlin Sulistianingsih, Khoirunisa Rahmadanti, Nurul Aulia Hanifah, & Sherly Melynda Putri. (2022). Pengaruh Komitmen dan Kepuasan Kerja Terhadap Produktivitas Kerja Karyawan: Literatur Review Manajemen Sumber Daya Manusia. *JEMSI*, 3(6), 1-10.
- Aladwan, K., Bhanugopan, R., & D'Netto, B. (2015). The effects of human resource management practices on employees' organizational commitment. *International Journal of Organizational Analysis*, 23(3), 472–492. <https://doi.org/10.1108/IJOA-11-2014-0822>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.
- Aryee, S., Chen, Z. X., Sun, L.-Y., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: Test of a trickle-down model. *Journal of Applied Psychology*, 92(1), 191–201. <https://doi.org/10.1037/0021-9010.92.1.191>
- Aycan, Z. (2006). Paternalism. In *Indigenous and Cultural Psychology* (pp. 445–466). Springer US. https://doi.org/10.1007/0-387-28662-4_20
- Aycan, Z., Schyns, B., Sun, J.-M., Felfe, J., & Saher, N. (2013). Convergence and divergence of paternalistic Leadership: A cross-cultural investigation of prototypes. *Journal of International Business Studies*, 44(9), 962–969. <https://doi.org/10.1057/jibs.2013.48>
- Bedi, A. (2020). A Meta-Analytic Review of Paternalistic Leadership. *Applied Psychology*, 69(3), 960–1008. <https://doi.org/10.1111/apps.12186>
- Caldwell, D. F., Chatman, J. A., & O'Reilly, C. A. (1990). Building organizational commitment: A multi-firm study. *Journal of Occupational Psychology*, 63(3), 245–261. <https://doi.org/10.1111/j.2044-8325.1990.tb00525.x>
- Chacko, T. I. (1983). Research Notes. JOB AND LIFE SATISFACTIONS: A CAUSAL ANALYSIS OF THEIR RELATIONSHIPS. *Academy of Management Journal*, 26(1), 163–169. <https://doi.org/10.2307/256143>
- Chai, D. S., Jeong, S., & Joo, B.-K. (2020). The multi-level effects of developmental opportunities pay equity and paternalistic Leadership on organizational commitment. *European Journal of Training and Development*, 44(4/5), 405–424. <https://doi.org/10.1108/EJTD-09-2019-0163>
- Chan, S. C. H., & Mak, W. (2012). Benevolent Leadership and Follower Performance: The Mediating Role of Leader-member Exchange (LMX). *Asia Pacific Journal of Management*, 29(2), 285–301. <https://doi.org/10.1007/s10490-011-9275-3>

- Chen, H.-Y., & Kao, H. S.-R. (2009). Chinese paternalistic leadership and non-Chinese subordinates psychological health. *International Journal of Human Resource Management*, 20(12), 2533–2546. <https://doi.org/10.1080/09585190903363839>
- Chen, X.-P., Eberly, M. B., Chiang, Ting-Ju, Farh, J.-L., & Cheng, B.-S. (2014). Affective Trust in Chinese Leaders: Linking Paternalistic Leadership to Employee Performance. *Journal of Management*, 40(3), 796–819. <https://doi.org/10.1177/0149206311410604>
- Chen, Y., Zhou, X., & Klyver, K. (2019). Collective Efficacy: Linking Paternalistic Leadership to Organizational Commitment. *Journal of Business Ethics*, 159(2), 587–603. <https://doi.org/10.1007/s10551-018-3847-9>
- Chen, Y.-G., Cheng, J.-N., & Sato, M. (2017). Effects of School Principals' Leadership Behaviors: A Comparison between Taiwan and Japan. *Educational Sciences: Theory and Practice*, 17(1). <https://eric.ed.gov/?id=EJ1130883>
- Cheng, B.-S., Chou, L.-F., Wu, T.-Y., Huang, M.-P., & Farh, J.-L. (2004). Paternalistic Leadership and subordinate responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology*, 7(1), 89–117. <https://doi.org/10.1111/j.1467-839X.2004.00137.x>
- Cheng, M.-Y., & Wang, L. (2015). The Mediating Effect of Ethical Climate on the Relationship Between Paternalistic Leadership and Team Identification: A Team-Level Analysis in the Chinese Context. *Journal of Business Ethics*, 129(3), 639–654. <https://doi.org/10.1007/s10551-014-2189-5>
- Choi, D., Oh, I.-S., & Colbert, A. E. (2015). Understanding organizational commitment: A meta-analytic examination of the roles of the five-factor model of personality and culture. *Journal of Applied Psychology*, 100(5), 1542–1567. <https://doi.org/10.1037/apl0000014>
- Cohen, A., & Gattiker, U. E. (1994). Rewards and organizational commitment across structural characteristics: A meta-analysis. *Journal of Business and Psychology*, 9(2), 137–157. <https://doi.org/10.1007/BF02230633>
- Erben, G. S., & Güneşer, A. B. (2008). The relationship between paternalistic Leadership and organizational commitment: Investigating the role of climate regarding ethics. *Journal of Business Ethics*, 82(4), 955–968. <https://doi.org/10.1007/s10551-007-9605-z>
- Erlangga, F., Frinaldi, A., & Magriasti, L. (2014). Pengaruh Gaya Kepemimpinan Paternalistik Terhadap Motivasi Kerja Pegawai Dinas Sosial Dan Tenaga Kerja Kota Padang. *Humanus*, 12(2), 174. <https://doi.org/10.24036/Jh.V12i2.4037>
- Ersay, A., Born, M. Ph., Deros, E., & van der Molen, H. T. (2016). The effect of paternalistic Leadership on organizational commitment and job satisfaction: The mediating role of trust in leader. *Journal of Global Strategic Management*, 10(2), 26–38.
- Farh, J. (2008). Paternalistic Leadership in Chinese Organizations: Research progress and future research directions. *Leadership and Management in China: Philosophies, Theories, and Practices*, 171–205. <https://doi.org/10.1017/CBO9780511753763.008>
- Farh, J. L. (2014). Authority and benevolence employees' responses to paternalistic Leadership in China. *China's Domestic Private Firms: Multidisciplinary Perspectives on Management and Performance*, 230–260.
- Farh, J.-L., & Cheng, B.-S. (2000). A Cultural Analysis of Paternalistic Leadership in Chinese Organizations. In *Management and Organizations in the Chinese Context* (pp. 84–127). Palgrave Macmillan UK. https://doi.org/10.1057/9780230511590_5
- Farh, J.-L., Liang, J., Chou, L.-F., & Cheng, B. (2008). Paternalistic Leadership in Chinese Organizations: Research progress and future research directions. In C.-C. Chen & Y.-T. Lee (Eds.), *Leadership and Management in China: Philosophies, Theories, and Practices* (pp. 171–205). <https://doi.org/10.1017/CBO9780511753763.008>
- Gilmer, B. V. H. (1966). *Industrial psychology*. McGraw-Hill.
- Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (Seventh Edition). Pearson Education Limited.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-80519-7>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. In *European Business Review* (Vol. 26, Issue 2, pp. 106–121). Emerald Group Publishing Ltd. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. <https://doi.org/10.1016/j.rmal.2022.100027>
- Hair, Jr., J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Third Edition). SAGE.
- Hakimian, F., Farid, H., Nazari Ismail, M., & Arif Ismail, I. (2014). The Role of Paternalistic Leadership on Fostering Employees' Innovative Behavior: Moderating Effects of Job Insecurity. *International Journal of Research in Business and Technology*, 4(2). <https://doi.org/10.17722/ijrbt.v4i2.262>
- Hesty Yuliasari, Reni Merta Kusuma, & Departemen of Psychology, Jenderal Achmad Yani Yogyakarta University. (2020). Systematic Literature Review: Komitmen dan Kepuasan Kerja Terhadap Kinerja Kader Puskesmas. *Jurnal Psikologi Jambi*, 5(2), 64-79.
- Huang, Q., Zhang, K., Wang, Y., Bodla, A. A., & Zhu, D. (2022). When Is Authoritarian Leadership Less Detrimental? The Role of Leader Capability. *International Journal of Environmental Research and Public Health*, 20(1), 707. <https://doi.org/10.3390/ijerph20010707>
- Huang, Y.-T., Liu, H., & Huang, L. (2021). How transformational and contingent reward leaderships influence university faculty's organizational commitment: the mediating effect of psychological empowerment. *Studies in Higher Education*, 46(11), 2473–2490. <https://doi.org/10.1080/03075079.2020.1723534>
- Indartinah, S., Syah, R. Y. R., Larasati, I. L. H., & Azizah, F. N. (2022). Pengaruh Kepemimpinan Paternalistik dan Kepemimpinan Melayani Terhadap Kepuasan Kerja dan Komitmen Organisasi: Peran Mediasi Persepsi Skala Politik Organisasi. *Jurnal Ilmiah MEA*, 1(1), 1-15.
- Irawanto, D. W. (2009). An Analysis Of National Culture And Leadership Practices In Indonesia. *Journal of Diversity Management (JDM)*, 4(2), 41–48. <https://doi.org/10.19030/jdm.v4i2.4957>
- Irawanto, D. W., Ramsey, P. L., & Ryan, J. C. (2011). Tailoring Leadership Theory to Indonesian Culture. *Global Business Review*, 12(3), 355–366. <https://doi.org/10.1177/097215091101200301>
- Irawanto, D. W., Ramsey, P. L., & Tweed, D. C. (2012). Exploring paternalistic Leadership and its application to the Indonesian public sector. *International Journal of Leadership in Public Services*, 8(1), 4–20. <https://doi.org/10.1108/17479881211230637>
- Irawanto, D. W., Ramsey, P. L., Rochman, F., & Rosita, N. H. (2016a). Good governance perception: Enhancing paternalistic leadership action and employee commitment. *Research Journal of Business Management*, 10(1), 44–50. <https://doi.org/10.3923/rjbm.2016.44.50>
- Irawanto, D. W., Ramsey, P. L., Rochman, F., & Rosita, N. H. (2016b). Good governance perception: Enhancing paternalistic leadership action and employee commitment. *Research Journal of Business Management*, 10(1), 44–50. <https://doi.org/10.3923/rjbm.2016.44.50>
- Joo, B. (Brian). (2010). Organizational commitment for knowledge workers: The roles of a perceived organizational learning culture, leader-member exchange quality, and turnover intention. *Human Resource Development Quarterly*, 21(1), 69–85. <https://doi.org/10.1002/hrdq.20031>
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional Leadership: a meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–768.
- Judge, T. A., & Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology*, 78(6), 939–948. <https://doi.org/10.1037/0021-9010.78.6.939>
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: a meta-analysis. *Journal of Applied Psychology*, 87(3), 530–541.
- Judge, T. A., Zhang, S. (Carrie), & Glerum, D. R. (2020). Job Satisfaction. In *Essentials of Job Attitudes and Other Workplace Psychological Constructs* (pp. 207–241). Routledge. <https://doi.org/10.4324/9780429325755-11>
- Juniartha, C. A., Adiliawijaya, P., & Putrikapuja, P. (2024). Kepemimpinan Paternalistik dalam Pemanduan Lalu Lintas Udara: Sebuah Tinjauan Literatur Sistematis (SLR). *SKY EAST: Education of Aviation Science and Technology*, 2(1), 1-10.
- Kasl, S. V. (1973). Mental Health and Work Environment: An Examination of the Evidence. *Journal of Occupational Medicine*, 15(6), 509–518. <http://www.jstor.org/stable/45010656>

- Khan, H. G. A., & Afzal, M. (2016). The Effect of Reward Systems, Organizational Commitment and Experience on Job Satisfaction with Respect to Employee's Perceived Performance. *NUML International Journal of Business & Management*, 11(2), 35–49.
- Kim, J. (. (2021). Effects of CSR on affective organizational commitment via organizational justice and organization-based self-esteem. *International Journal of Hospitality Management*, 92. <https://doi.org/10.1016/j.ijhm.2020.102691>
- Kim, M. (2020). Empowering Leadership: leading people to be present through affective organizational commitment?*. *International Journal of Human Resource Management*, 31(16), 2017–2044. <https://doi.org/10.1080/09585192.2018.1424017>
- Konovsky, M. A., & Pugh, S. D. (1994). CITIZENSHIP BEHAVIOR AND SOCIAL EXCHANGE. *Academy of Management Journal*, 37(3), 656–669. <https://doi.org/10.2307/256704>
- Lawler, E. E., & Porter, L. W. (1967). The Effect of Performance on Job Satisfaction. *Industrial Relations: A Journal of Economy and Society*, 7(1), 20–28. <https://doi.org/10.1111/j.1468-232X.1967.tb01060.x>
- Lee, X., Yang, B., & Li, W. (2017). The influence factors of job satisfaction and its relationship with turnover intention: Taking early-career employees as an example. *Anales de Psicologia*, 33(3), 697. <https://doi.org/10.6018/analesps.33.3.238551>
- Lim, P. K. (2021). The effects of abusive supervision, emotional exhaustion and organizational commitment on cyberloafing: a moderated-mediation examination. *Internet Research*, 31(2), 497–518. <https://doi.org/10.1108/INTR-03-2020-0165>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Rand McNally
- Mansur, J., Sobral, F., & Goldszmidt, R. (2017). Shades of paternalistic Leadership across cultures. *Journal of World Business*, 52(5), 702–713. <https://doi.org/10.1016/j.jwb.2017.06.003>
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- Nazir, S., Shafi, A., Asadullah, M. A., Qun, W., & Khadim, S. (2020). Linking paternalistic Leadership to follower's innovative work behavior: The influence of leader-member exchange and employee voice. *European Journal of Innovation Management*, 24(4), 1354–1378. <https://doi.org/10.1108/EJIM-01-2020-0005>
- Nazir, S., Shafi, A., Qun, W., Nazir, N., & Tran, Q. D. (2016). Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relations*, 38(4), 596–619. <https://doi.org/10.1108/ER-12-2014-0150>
- Newman, A., & Sheikh, A. Z. (2012). Organizational rewards and employee commitment: a Chinese study. *Journal of Managerial Psychology*, 27(1), 71–89. <https://doi.org/10.1108/02683941211193866>
- Nurcahyanto, D., Rofiaty, R., & Rahayu, M. (2018). PATERNALISTIC LEADERSHIP ON GEN-Y EMPLOYEES' TURNOVER INTENTIONS WITH MOTIVATION AND SATISFACTION AS A MEDIATOR. *Jurnal Aplikasi Manajemen*, 16(4), 622–629. <https://doi.org/10.21776/ub.jam.2018.016.04.08>
- Nye, F. I. (1979). Choice, exchange, and the family. In W. R. Burr, R. Hill, F. I. Nye, & I. L. Reiss (Eds.), *Contemporary theories about the family* (Vol. 2, pp. 1-41). New York: Free Press.
- Restubog, S. L. D., & Bordia, P. (2006). Workplace Familism and Psychological Contract Breach in the Philippines. *Applied Psychology*, 55(4), 563–585. <https://doi.org/10.1111/j.1464-0597.2006.00245.x>
- Saifullah, M. R. A., Rahmata, A., & Indartinah, S. (2022). Persepsi Politik Organisasi: Hubungan Kepemimpinan Paternalistik, Komitmen Afektif, dan Kepuasan Kerja. *Jurnal Komunitas Sains Manajemen*, 1(4), 328-337.
- Selvarajah, C., Meyer, D., & Dahanayake, P. (2020). Profiling the paternalistic manager: Leadership excellence in the Philippines. *Asia Pacific Business Review*, 26(4), 425–452. <https://doi.org/10.1080/13602381.2020.1770467>
- Shi, X., Yu, Z., & Zheng, X. (2020). Exploring the Relationship Between Paternalistic Leadership, Teacher Commitment, and Job Satisfaction in Chinese Schools. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.01481>
- Stewart, G. L., & Brown, K. G. (2020). *Human Resource Management: Linking Strategy to Practice*. John Wiley & Sons.
- Sulistiyowati, S. (2016). Cultural Strategies of Abdi Dalem in The Global Era in Achieving Welfare. *Heritage of Nusantara: International Journal of Religious Literature and Heritage*, 2(2), 93–119. <https://doi.org/10.31291/hn.v2i2.110>
- Sun, T., & Drasgow, F. (n.d.). *RUNNING HEAD Forced Choice for Response Style Bias Forced Choice to Overcome the Cross-Cultural Response Style Bias Problem*.
- Suryani, A. O., Vijver, F. J. R. Van de, Poortinga, Y. H., & Setiadi, B. N. (2012). Indonesian leadership styles: A mixed-methods approach. *Asian Journal of Social Psychology*, 15(4), 290–303. <https://doi.org/10.1111/j.1467-839X.2012.01384.x>
- Sutiyeem, Trismiyanti, D., Linda, M. R., Yonita, R., & Suheri. (2020). The impact of job satisfaction and employee engagement on organizational commitment. *Dinasti International Journal of Education Management and Social Science*, 2(1), 55–66.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Xia, Z., Yu, H., & Yang, F. (2022). Benevolent Leadership and Team Creative Performance: Creative Self-Efficacy and Openness to Experience. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.745991>