# ABSTRAK

**Andi Bagus Ruhendra, 041143001. Analisis Pengaruh Budaya Organisasi Dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening (Studi Kasus Pada Kantor Pusat PT.PP Dirganeka). Magister Manajemen Program Pascasarjana Universitas Airlangga Surabaya.**

Salah satu kunci keberhasilan organisasi yakni pada gaya kepemimpinan yang diterapkan. Adanya manajemen baru di PT.PP Dirganeka secara bertahap melakukan perbaikan di bidang kualitas, keselamatan, dan kesehatan kerja di semua unit, pengawasan, dan pengendalian biaya, mutu, dan waktu, meningkatkan imbalan bagi karyawan secara bertahap, serta mengembangkan kemampuan di PP University yang merupakan implementasi perubahan budaya di awal 2012. Perubahan diharapkan meningkatkan kinerja karyawan. Selain itu, penelitian ini membahas tentang kepuasan kerja karyawan pada PT.PP Dirganeka.

Dalam penelitian ini menggunakan metode sensus, yang mengambil seluruh anggota populasi sebagai sampel. Analisis data dilakukan dengan uji validitas dan uji reliabilitas serta menggunakan path analysis. Langkah-langkah yang dilakukan dalam path analysis adalah: 1) Pengembangan model teoritis, 2) Pengembangan diagram jalur untuk menunjukkan hubungan kausalitas, 3) Konversi diagram jalur ke dalam persamaan, 4) Pemilihan matriks input dan teknik estimasi atas model yang dibangun, 5) Uji asumsi model, dengan asumsi yang harus dipenuhi dalam pengujian model path analysis sebagai berikut: a) Variabel berskala interval/rasio, b) Outlier, c) Normalitas data, d) Multikoliniearitas, e) Hubungan bersifat rekursif/satu arah dalam sistem, dan f) Analisis koefisien jalur.

Budaya organisasi mempunyai pengaruh signifikan terhadap kepuasan kerja karyawan; kepemimpinan transformasional tidak mempunyai pengaruh signifikan terhadap kepuasan kerja karyawan; Kepuasan kerja karyawan tidak mempunyai pengaruh signifikan terhadap kinerja karyawan; budaya organisasi mempunyai pengaruh signifikan terhada kinerja karyawan; kepemimpinan transformasional mempunyai pengaruh signifikan terhadap kinerja karyawan; budaya organisasi tidak mempunyai pengaruh signifikan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening; kepemimpinan transformasional tidak mempunyai pengaruh signifikan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening.

Kata Kunci: Budaya Organisasi, Kepemimpinan Tranformasional, Kinerja Karyawan, Kepuasan Kerja.

# ABSTRACT

**Andi Bagus Ruhendra, 041143001. Analysis of Effect of Cultural Organization and Tranformational Leadership to Employee Performance through Employee Satisfaction as an Intevening Variable (Case Study in Head Office of PT.PP Dirganeka). Master of Management Graduate Program Airlangga University Surabaya.**

A One key to the success of an organization is partly or entirely located on the leadership style that is applied to the organization. The existence of the new management in PT.PP Dirganeka gradually make improvements to the policies in the areas of quality, safety, and occupational health in all units, supervision and control of cost, quality, and time, increasing rewards for employees in stages, as well as developing the ability/skill employees according to the field in PP University is an implementation of cultural change in early 2012 by the new management of PT.PP Dirganeka. This change is expected to improve employees performance. With this change, the complexity of the challenges faced by organizations is increasing. This raises by need for a strong organizational culture that can direct and develop employees to manage and control the organization in order to remain consistent with the changes made in accordance with the vision and mission of PT.PP Dirganeka. In addition, this study discusses about job satisfaction, which can not be separated from the fact that job satisfaction can be achieved when all hope can be met in carrying out job duties.

The sampling method used in this study is the census. Data analysis was performed with the validity and reliability testing and using path analysis. Steps - the steps are: 1) development of a theoretical model, 2) Development of the path diagram to illustrate the causal relationships, 3) Convert the path diagram into the equation, 4) test where the model assumptions are assumptions that must be met: 1) Variable interval scale, 2) Multicollinearity Data, 3) Heterokedasitas, 4) path coefficient analysis with SPSS.

Organizational culture has a significant influence on employee job satisfaction; transformational leadership has no significant influence on employee job satisfaction; employee job satisfaction has no significant influence on employee performance; organizational culture has a significant influence terhada employee performance; transformational leadership has a significant influence on employee performance; culture of the organization does not have a significant influence on employee performance through job satisfaction as an intervening variable; transformational leadership has no significant influence on employee performance through job satisfaction as an intervening variable.

Keywords: Organization Culture, Tranformational Leadership, Employee Work Performance, Employee Satisfaction