



RINGKASAN

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Pengaruh Kepemimpinan Transformasional terhadap Budaya Organisasi dan Komitmen Organisasional serta Kinerja *Relationship Manager* di Bank Mandiri Wilayah VII (Jawa Tengah dan Yogyakarta)

Kondisi persaingan dalam industri perbankan semakin ketat dan mengarah ke persaingan global. Dengan sifat bisnis perbankan yang berlandaskan kepercayaan serta sifat transaksi jangka panjang, maka perbankan dituntut untuk memiliki budaya yang kuat pada fokus internal namun juga harus adaptif terhadap kondisi lingkungan yang terus berubah. Karyawan perbankan juga harus memiliki komitmen organisasional yang tinggi karena komitmen organisasional berasosiasi dengan moralitas tinggi dalam memegang kepercayaan para nasabah, mendahulukan kepentingan organisasi, menjunjung kredibilitas, pelayanan, dan kepercayaan nasabah. Peran kepemimpinan sangatlah penting sebagai pembangun hubungan dan penanam nilai-nilai, sehingga kepemimpinan memiliki pengaruh yang kuat terhadap budaya organisasi, komitmen organisasional dan kinerja karyawan.

Kepemimpinan transformasional merupakan kepemimpinan yang membawa baik pemimpin maupun bawahan kepada tingkat motivasi yang tinggi, menjunjung moralitas dan etika. Berbagai penelitian menunjukkan bahwa kepemimpinan transformasional merupakan kepemimpinan yang efektif, dimana mampu membentuk budaya organisasi yang kondusif serta mampu menciptakan komitmen organisasional para karyawan sehingga akan meningkatkan kinerja karyawan.

Penelitian ini bertujuan menganalisis pengaruh kepemimpinan transformasional terhadap budaya organisasi dan komitmen organisasional serta kinerja *relationship manager* di bank Mandiri Wilayah VII (Jawa Tengah dan Yogyakarta). Penelitian menggunakan metode survai, dengan mengambil populasi sebagai responden dan pengumpulan data dengan kuisioner. Penelitian adalah *explanatory research* dan analisis data dilakukan dengan menggunakan model persamaan struktural atau dikenal dengan SEM dan diolah dengan paket AMOS.

Profil kepemimpinan Bank Mandiri Wilayah VII adalah transformasional, dengan budaya organisasi dengan dimensi konsisten, keterlibatan, adaptif dan misi. Komitmen organisasional karyawan juga menunjukkan tingkat yang tinggi, namun demikian kinerja karyawan termasuk kategori sedang.

Hasil analisis faktor konfirmatori terhadap variabel-variabel penelitian menunjukkan nilai *loading factor* masing – masing indikator dari variabel-variabel penelitian memiliki besaran diatas 0,5 dan nilai signifikansi pada *regression weight* di bawah 0,05. Berdasarkan nilai *critical ratio* (CR) yang lebih besar dari 2,00 serta nilai *construct reliability* di atas 0,7 maka pengukuran kepemimpinan transformasional, budaya organisasi, komitmen organisasional, dan kinerja *relationship manager* dalam penelitian ini adalah *valid* dan *reliable* sehingga memenuhi syarat sebagai pengukur variabel-variabel penelitian.

Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh signifikan terhadap budaya organisasi dan komitmen organisasional, namun tidak berpengaruh signifikan terhadap kinerja *relationship manager*. Budaya organisasi berpengaruh signifikan terhadap komitmen organisasional dan kinerja *relationship manager*. Komitmen organisasional berpengaruh signifikan terhadap kinerja *relationship manager* namun dengan arah negatif, dimana hal tersebut tidak sesuai dengan harapan.

Kepemimpinan transformasional yang tidak berpengaruh signifikan terhadap kinerja *relationship manager* menunjukkan bahwa budaya organisasi memediasi secara penuh pengaruh kepemimpinan transformasional terhadap kinerja *relationship manager*. Komitmen organisasional berpengaruh signifikan terhadap kinerja *relationship manager* namun dengan arah negatif mendukung beberapa hasil penelitian yang memberi kesempatan untuk pengkajian lebih lanjut mengenai pengaruh komitmen organisasional terhadap kinerja karyawan.

Penelitian memberikan sumbangan pengembangan teori mengenai proses pengaruh kepemimpinan transformasional terhadap kinerja karyawan, dimana pengaruh kepemimpinan transformasional terhadap kinerja karyawan dimediasi oleh pembentukan budaya organisasi yang efektif dan hal ini belum banyak dikaji dalam penelitian-penelitian terdahulu.

SUMMARY

The Influences of Transformational Leadership on Organizational Culture and Organizational Commitment as well as Performance of Relationship Managers in Bank Mandiri Region VII (Central Java and Yogyakarta)

The competition in banking industry is getting tougher and leads to global perspective. With reference to the feature of banking industry that is based on trust, the banking entities are supposed to have specific culture that is not only focusing on internal issues but also adaptive to ever changing business environment. Banking employees are to have highly dedicated morality to undertake the trust given by their customers. Accordingly, a strong organization commitment is to prioritize the interests of the organization, protect credibility, deliver services and undertake the customers' trust is badly in need. A strong leadership definitely plays important roles to contribute in the success of the organization by creating values affecting the organization culture and developing organizational commitment as well as encouraging employees to attain satisfactory work performance.

Transformational leadership stimulating both superiors and subordinates to have highly strong motivation certainly contributes to favorable morality and ethics. A number of studies advocate that transformational leadership is effective since it can shape conducive organizational culture and create employees' commitment to the organization. These properties will positively improve their work performance.

The study was to analyze the effects of transformational leadership to organizational culture and organizational commitment as well as performance of Relationship Managers in Bank Mandiri Region VII (Central Java and Yogyakarta). It was an explanatory research and the data was collected through survey by means of questionnaire distributed to respondents. The collected data were analyzed by means of Structural Equation Model (SEM) and processed by means of AMOS package.

The leadership profile in Bank Mandiri Region VII is transformational while the organizational culture is consistent, involved, adaptive and mission

oriented. Despite employees' high commitment, their work performance is simply fair.

The confirmatory factor analysis for research variables showed that each loading factor value was above 0.5 and significant value on regression weight was under 0.05 and the value of critical ratio (CR) was more than 2.00. With the construct reliability for each variable was more than 0,7, indicated that the measurements of transformational leadership, organizational culture and commitment, and performance of relationship manager were valid and reliable.

The result of this study showed that transformational leadership significantly affected organizational culture and organizational commitment. However, it did not significantly affect the performance of relationship managers. Organizational culture significantly affected organizational commitment and performance of relationship managers. Organizational commitment significantly effected the performance of relationship managers but in the negative sign.

Transformational leadership that did not significantly affect the performance of relationship managers implied that organizational culture fully mediated the influence of transformational leadership on the performance of relationship managers. In addition, the organizational commitment that significantly affect the performance of relationship managers in the negative sign, supported some previous researches. It is potential for increasing understanding the effects of organizational commitment on employee performance in the future researches. Hence, this study has contributed to the process of the influence of transformational leadership on employee performance and organizational commitment that were mediated by organizational culture which has not yet been studied in previous researches.



ABSTRACT

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The Influences of Transformational Leadership on Organizational Culture and Organizational Commitment as well as Performance of Relationship Managers in Bank Mandiri Region VII (Central Java and Yogyakarta)

The phenomena of leadership, organizational culture and organizational commitment have been defined as driving forces in the success or failure of an organization because of their effects on employee performance. Managers in banking industry must demonstrate leadership behaviors or styles that are appropriate to the constantly changing, complex and turbulent system. The effects of transformational leadership, organizational culture and organizational commitment as well as performance of relationship manager in Bank Mandiri Region VII was explored in this study. The Bass and Avolio multifactor leadership questionnaire was used to measure the transformational leadership. The Denison Organizational Culture Survey was adopted to measure the organizational culture. Meanwhile, Organizational Commitment Survey was used to measure organizational commitment, and Mandiri Easy was used to measure the performance of relationship manager. The research was administered with the sample of 117 relationship managers. The results of the study indicated that transformational leadership had positive impact on performance of relationship manager by forming corporate culture and organizational commitment, although the effect of organizational commitment on performance was negative.

Keywords :

Transformational Leadership, Organizational Commitment Questionnaire, Denison Organisational Culture, Relationship Manager.