

RINGKASAN

Pengaruh Kepemimpinan Transaksional dan Transformasional Terhadap Kepuasan dan Kinerja Bawahan Pada Sekolah Tinggi Agama Islam Negeri di Jawa Timur

Kepemimpinan saat ini telah menjadi salah satu topik utama yang sering menjadi pembicaraan dan bahkan Indonesia saat ini mengalami krisis kepemimpinan. Ini tentu saja dapat dipahami karena bidang kepemimpinan menempati posisi sentral dalam manajemen, kepemimpinan merupakan sumber proses, aktivitas, pengaruh dan perubahan kelompok.

Penelitian ini merupakan penelitian survei dengan tujuan untuk mengkaji pengaruh kepemimpinan transaksional dan kepemimpinan transformasional terhadap kepuasan bawahan dan kinerja bawahan pada STAIN di Jawa Timur.

Sampel penelitian yang digunakan sebanyak 135 responden yang terdiri atas Pembantu Ketua, Ketua Jurusan, Ketua Program Studi, Ketua P3M, Kepala Unit, Kepala Bagian Administrasi, Kepala sub Bagian dan Pegawai dari 5 STAIN yang ada di Jawa Timur. Data dikumpulkan melalui penyebaran dan pengumpulan kembali kuisioner yang berlangsung selama 30 hari (bulan September 2005). Dari data yang terkumpul dianalisis dengan menggunakan Model Persamaan Struktural (*Structural Equation Modeling = SEM*) dengan bantuan program AMOS 4.0.

Secara umum penelitian ini dimaksudkan untuk menguji dan menganalisis pengaruh kepemimpinan transaksional terhadap kepuasan bawahan, pengaruh kepemimpinan transformasional terhadap kepuasan bawahan, pengaruh kepemimpinan transaksional terhadap kinerja bawahan, pengaruh kepemimpinan transformasional terhadap kinerja bawahan dan pengaruh kepuasan bawahan terhadap kinerja bawahan pada Sekolah Tinggi Agama Islam Negeri di Jawa Timur

Variabel dalam penelitian ini terdiri atas variabel eksogen atau *independent variable* dan variabel endogen atau *dependent variable*. Variabel eksogen adalah variabel kepemimpinan transaksional dan kepemimpinan transformasional. Variabel transaksional terdiri atas 2 indikator yakni *contingent reward* dan *management by exception*, sedangkan kepemimpinan transformasional terdiri atas 4 indikator yakni *charisma*, *inspiration*, *intellectual stimulation* dan *individualized consideration*.

Variabel eksogen adalah kepuasan bawahan dan kinerja bawahan. Variabel kepuasan bawahan terdiri atas 3 indikator yakni lingkungan kerja, promosi dan pengakuan prestasi, sedangkan variabel kinerja bawahan terdiri atas 3 indikator yakni waktu, kuantitas dan kualitas.

Hasil penelitian menunjukkan bahwa kepemimpinan transaksional terbukti tidak berpengaruh terhadap kepuasan bawahan pada Sekolah Tinggi Agama Islam Negeri di Jawa Timur, karena pemimpin tidak mampu

menjalankan komitmen dengan disiplin tinggi, disamping itu karena pengaruh budaya. Sedangkan kepemimpinan transformasional terhadap kepuasan bawahan, kepemimpinan transaksional terhadap kinerja bawahan, kepemimpinan transformasional terhadap kinerja bawahan dan kepuasan bawahan terhadap kinerja bawahan pada Sekolah Tinggi Agama Islam Negeri di Jawa Timur mempunyai pengaruh langsung, positif dan signifikan. Meskipun tidak dihipotesiskan dalam disertasi ini, namun hasil temuan menunjukkan bahwa gaya kepemimpinan, tokoh masyarakat, komitmen dan budaya sangat mempengaruhi kepuasan bawahan.

Dari hasil temuan diatas, dapat disimpulkan bahwa untuk meningkatkan kepuasan bawahan pada STAIN diperlukan kemampuan pimpinan untuk melaksanakan komitmen dengan disiplin tinggi dan perubahan budaya disamping diperlukan adanya kepekaan dari pemimpin atas pemenuhan kebutuhan, pencapaian nilai dan persamaan.

Saran untuk penelitian selanjutnya, diperlukan kajian terhadap gaya kepemimpinan, proses komunikasi, keterbukaan serta pelaksanaan tugas yang jelas yang dibebankan pada bawahan. Selain itu, penelitian mendalam tentang kepuasan bawahan dan kinerja bawahan merupakan topik menarik yang perlu mendapatkan perhatian khusus.



SUMMARY

The Influence of Transactional and Transformational Leadership On The Satisfaction and Performance of Subordinates In The State College of Islamic Studies In East Java

Leadership has currently drawn a lot of attentions and become the central topic of people's discussions Indonesia has recently been experiencing a crisis of leadership. It is understandable because leadership occupies a central position in management. Leadership is the source of process, activities, influences and the change of a group.

This research is a survey which aims to investigate the influences of transactional dan transformastional leaderships on the satisfaction and the performance of subordinates in STAIN (State College for Islamic Studies) in East Java.

The total number of sample used was 135 persons consisting of the president of the college, the deputies to the president, heads of departement, heads of study programs, heads of centre for research and community service (P3M), heads of units, heads of administrative divisions, heads of administrative sub-divisions, and employees of 5 STAIN in East Java. The data were gathered by distributing questionnaires and collecting them again within the duration of 30 days (September 2005). The data obtained were then analyzed with *Structural Equation Modeling* (SEM) by utilizing the software AMOS 4.01.

As a whole, this research was intended to assess and analyze the influence of transactional leadership on the satisfaction of subordinates, the influence of transformational leadership on the satisfaction of subordinates, the influence of transactional leadership on the working performance of subordinates, the influence of transformational leadership on the working performance of subordinates, and the influence of subordinates' satisfaction on their working performance in five STAIN in East Java.

This research consisted of two variables, namely exogenous or independent variable and endogenous or dependent variable. The exogenous variable of this research were transactional and transformational leaderships. There were two indicators of the transactional leadership in this research i.e. contingent reward and management by exception, whereas the transformational leadership had 4 indicators i.e. charisma, inspiration, intellectual stimulation, and individualized consideration.

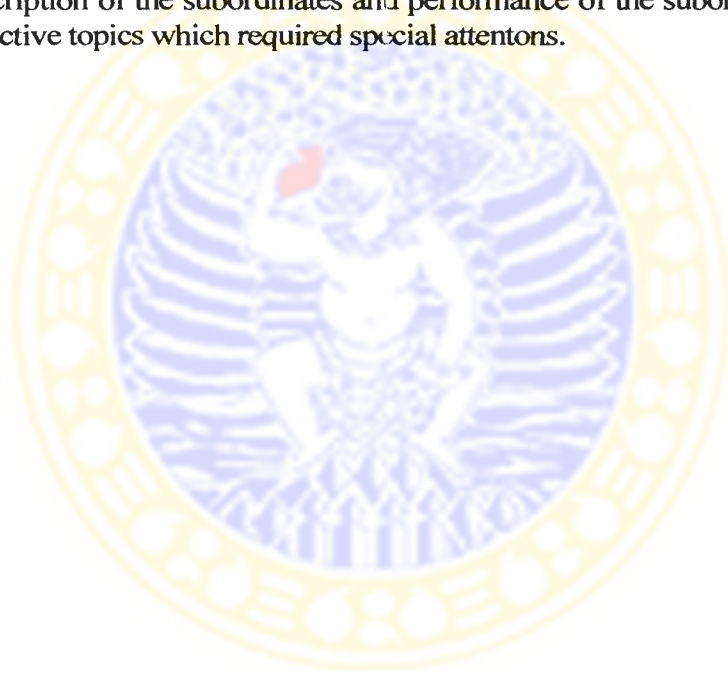
The exogenous variable of this research was the satisfaction and performance of subordinates. The satisfaction variable was measured based on 3 indicators namely working environment, promotion and recognition of achievement whereas the performance variable was measured based on 3 indicators namely time, quality and quantity.

The results of this research showed that the transactional leadership had no influence on the satisfaction of the subordinates in the STAIN in East

Java on account of the failure of the leaders in keeping commitment with strong discipline in addition to the cultural influence to the leadership style of the leaders. On the contrary, the transformational leadership had direct, positive and significant influence on the subordinates' satisfaction and performance in the STAIN in East Java. Even though it was hypothesized in this dissertation, however, the finding of the research showed that the leadership style, community prominent figures, commitment, and culture and very strong influence on the satisfaction of the subordinates in the STAIN in East Java.

Based on the findings, it could be concluded that in order to increase the satisfaction of the subordinates in the STAIN, the leaders were required to have strong commitment with high discipline and willingness to change culture. In addition, they were also required to have consideration to fulfill the subordinates' needs, recognize their achievement, and treat them equally.

Eventually, it was important to note that next researchers would address the leadership style, communication process, openness and clarity of job description of the subordinates and performance of the subordinates were the attractive topics which required special attentions.



ABSTRACT

The Influence of Transactional and Transformational Leadership On The Satisfaction and Performance of Subordinates In The State College of Islamic Studies In East Java

Background. This research was intended to assess and analyze the influences of transactional dan transformastional leadership on the satisfaction and the working performance of subordinates and the influence of subordinates' satisfaction on their working performance in the STAIN in East Java. The variables of this research were : (1) transactional leadership with two indicators i.e. *contingent reward* and *management by exception*, (2) transformational leadership with four indicators. i.e. *charisma*, *inspiration*, *intellectual stimulation*, and *individualized consideration*, (3) satisfaction of subordinates with three indicators namely: *working environment*, *promotion* and *recognition of achievement*, (4) pefgormance of subordinates with three indicators namely : *time*, *quality* and *quantity*. **Method.** The total number of sample used was 135 persons consisting of the president of the college, the deputies to the president, heads of departement, heads of study programs, heads of centre for research and community service (P3M), heads of units, heads of administrative divisions, heads of administrative sub-divisions, and employees of 5 STAIN in East Java. The data obtained were analyzed with *Structural Equation Modeling* (SEM) by utilizing the software AMOS 4.01. **Results.** The results of this research showed that the transactional leadership had no influence on the satisfaction of the subordinates in the STAIN in East Java on account of the failure of the leaders in keeping commitment with strong discipline in addition to the cultural influence to the leadership style of the leaders. On the contrary, the transformational leadership had direct, positive and significant influence on the subordinates' satisfaction and performance in the STAIN in East Java. Even though it was hypotesized in this dissertation, however, the finding of the research showed that the leadership style, community prominent figures, commitment, and culture and very strong influence on the satisfaction of the subordinates in the STAIN in East Java. **Conclusion.** Based on the findings, it could be concluded that in order to increase the satisfaction of the subordinates in the STAIN, the leaders were required to have strong commitment with high discipline and willingness to change culture. In addition, they were also required to have consideration to fulfill the subordinates' needs, recognize their achievement, and treat them equally

Key words : *Transactional, Transformastional Leadership, Satisfaction and Performance of Subordinates*