

## RINGKASAN

Perubahan lingkungan merupakan hal yang tidak dapat dihindari dan memberikan pengaruh suatu organisasi. Beberapa perguruan tinggi di Banjarmasin mengalami penurunan jumlah mahasiswa terutama sejak krisis ekonomi. Sementara itu berbagai keluhan pengguna lulusan di perguruan tinggi di Banjarmasin yang menganggap perguruan tinggi belum banyak melakukan perubahan karena dianggap masih belum dapat mengimbangi perubahan di dunia kerja.

Pimpinan suatu organisasi berperan sebagai agen perubahan, dimana segala keputusan, pengendalian dan tanggungjawab organisasi berada ditangannya. Bagaimana menggunakan sumber daya yang ada seperti bawahannya sangat tergantung pula pada bagaimana ia melaksanakan praktek gaya kepemimpinannya. Gaya kepemimpinan transformasional merupakan proses mempengaruhi bawahan dengan pemberian atau transformasi nilai-nilai dan perilaku yang diinginkan kepada bawahan, memotivasi bawahan untuk meningkatkan keahliannya. Dibanding gaya kepemimpinan transaksional yang hanya memfokuskan pada pertukaran imbalan antara pimpinan dengan bawahan, maka makin tinggi sikap pada perubahan membuat orang lebih cenderung untuk memilih gaya kepemimpinan transformasional.

Sikap itu sendiri merupakan suatu proses dimana dimulai dengan penilaian, persepsi, dan kepercayaannya (komponen kognitif) pada suatu objek, kemudian muncul perasaannya apakah menyukai atau tidak menyukai (komponen afektif) terhadap objek tersebut, dan kemudian muncul suatu keinginan (komponen konatif) untuk melakukan suatu tindakan. Dengan demikian wajar bila menginginkan suatu perilaku maka harus dikatui sikapnya terlebih dahulu.

Berdasarkan hal tersebut peneliti ini menetapkan hipotesa sebagai berikut ;

1. Komponen kognitif sikap pada perubahan mempengaruhi komponen afektif sikap pada perubahan
2. Komponen afektif sikap pada perubahan mempengaruhi komponen konatif sikap pada perubahan
3. Komponen konatif sikap pada perubahan mempengaruhi gaya kepemimpinan transformasional
4. Komponen konatif sikap pada perubahan mempengaruhi gaya kepemimpinan transaksional

Dalam penelitian ini dimaksudkan untuk menganalisa sikap dan gaya kepemimpinan pengelola perguruan tinggi di Banjarmasin sebanyak 109 orang. Semua hipotesa yang diajukan dalam penelitian ini diterima Hasil temuan memperlihatkan rendahnya komponen sikap kognitif pada perubahan mempengaruhi rendahnya komponen afektif pada perubahan, rendahnya komponen afektif sika pada perubahan mempengaruhi rendahnya komponen konatif sikap pada perubahan, rendahnya komponen sikap pada perubahan mempengaruhi rendahnya gaya kepemimpinan transformasional, rendahnya komponen sikap pada perubahan mempengaruhi rendahnya gaya kepemimpinan transaksional. Dalam penelitian ini juga memperlihatkan bahwa gaya

kepemimpinan transaksional pengelola perguruan tinggi di Banjarmasin lebih tinggi dibandingkan dengan gaya kepemimpinan transformasionalnya.

Untuk lebih meningkatkan transformasional kepemimpinan perguruan tinggi maka diperlukan dukungan untuk meningkatkan pengetahuan mengenai perubahan, perasaan yang baik pada perubahan, dan keberanian untuk melakukan perubahan, terutama dukungan pimpinan puncak atau pemilik perguruan tinggi.

## SUMARRY

A change in the environment was inevitable and brought about a pivotal effect on the organization. Several institutes of higher education in Banjarmasin underwent a decrease in number of students, particularly since the economic crisis. In the same time, some people in Banjarmasin argued that institutes of higher education didn't make a marked difference because they have not succeeded in dealing with a shift in the workplace.

A leader in any organization should serve as the agent of change in which he undertook all decisions and control and responsibility existing in the organization. The way in which some resources, such his subordinates were used, heavily depended on the way in which he practiced his leadership style. The transformational leadership style represented a process in influencing the subordinates by transforming some values and behaviors, by motivating them to increase their skills. Compared with the transactional leadership style which only focused on a reward exchange between the leader and subordinates, the higher attitude toward the change in environment made people more tend to use the transformational leadership style.

An attitude itself described a process that began with an assesment, perception and trust (cognitive aspect) on the object. From this, feeling to like dislike the object (affective aspect) existed. Furthermore, a desire to perform any aaction emerged (conative aspect) When we wanted to know people behaviors, we must know their attitudes first..

Based on this brief description, the recent research developed several hypothese as follows :

1. The cognitive aspect of the attitude toward the change environment was correlated with the affective aspect of the attitude toward the change.
2. The affective aspect of the attitude toward change in environment produced a significant effect on the conative aspect..
3. The conative aspect of the attitude toward the change in environment generated a significant impact on the transformational leadership style
4. The conative aspect of the attitude toward change in environment induced a significant impact the transactional leadership style

The purpose of the recent research was to investigate the attitude and leadership style which owners of the institute practices in Banjarmasin. Several hypotheses raised in this research were accepted. The result showed that the low cognitive aspect of attitude in the change in environment would produce the low affective aspect on the change ; the low affective aspect of the attitude toward the change in environment resulted in the low conative aspect of attitude toward on the change ; the low attitude aspect on the change was to the low transformationaal leadership style ; the low attitude aspect on the change would cause the low transactionaal leadership style. This research also indicated that the transactional leadership style was more often practiced in many institutes in Banjarmasin compared with the transformational leadership style.

To increase the transformational leadership style in the in the institutes, there should be many intentional efforts designed to improve knowledge regarding the change, good feeling on the change, and bravery to perform any change, particularly strong from upper management or owners of the institute.

## ABSTRACT

### **The Influences of Attitudes Toward Change on Transformational and Transactional Leadership Style of Higher Educational Institutions Leader in Banjarmasin**

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The objective of this research is to examine and explain the influences of conative attitude toward change on transformational and transactional leadership styles. This study also aims to verify attitudes toward change on leadership style, whether the attitudes toward change tend to influence transformational style than transactional style.

This research analyzed data of 109 leaders from total 143 leaders in Banjarmasin. The analysis was performed using Confirmatory Factor Analysis item questions and Structural Equation Model (SEM) for evaluations the fitness of research model. The result indicates that as there were less conative aspect of attitude toward change, there is a decrease in the transformational style as well. Moreover, it can be said that the lack of cognitive attitude had lead to decreasing transactional affective attitudes, which in turn, has indirect effect to decrease conative component of attitudes.

Based on the results, it can be suggested that organizational support and commitment are needed to improve the attitude toward change, which would in turn, boost the transformational leadership style.

**Key words :** the cognitive, affective and conative aspect of attitudes toward the change, transformational and transactional leadership style.