

## RINGKASAN

### ANALISIS RELEVANSI GAYA KEPEMIMPINAN WALIKOTA KEDIRI DAN IKLIM ORGANISASI TERHADAP PRESTASI KERJA

**Muchsinul Achsan.**

Masalah kepemimpinan dan Pemerintahan memang menarik sebagai bahan kajian, dengan tampilnya Walikota Kediri sebagai Pimpinan daerah yang menjabat dua kali menarik untuk dibahas, karena dengan kondisi masyarakat Kediri yang majemuk dalam hal ini dibuktikan dengan keadaan masyarakat perkotaan yang berkarakter individualis, disisi lain juga banyaknya keberadaan pondok pesantren yang pola hidupnya paternalistik, serta keadaan perusahaan Gudang Garam yang bisa mendongkrak pendapatan Daerah Kota Kediri, dengan kemajemukan tersebut kota Kediri membutuhkan seorang pemimpin yang tangguh, kuat dan profesional, munculnya A. Maschut sebagai Walikota menjadi jawaban dari kondisi kemajemukan tersebut karena Walikota Maschut dalam memimpin mempunyai ciri – ciri kepemimpinan yang fleksibel, yakni perhatian terhadap bawahan maupun kepada masyarakat secara langsung menjadi ciri yang utama kepemimpinan Walikota Maschut

Walaupun saat ini banyak kalangan yang mempertanyakan kesiapan dan keseriusan aparatur pemerintah Indonesia untuk mewujudkan pemerintahan yang adil dan bersih, disamping itu tuntutan masyarakat lebih progresif dan dinamis menjadi tugas yang berat untuk memosisikan pemerintah sebagai pelayan masyarakat. Oleh sebab itu dengan kondisi yang demikian dibutuhkan kerja yang ekstra keras secara kolektif antara pemimpin di Pemerintahan dan bawahannya serta masyarakatnya.

Dari latar belakang tersebut maka penelitian ini bertujuan; pertama, untuk mengetahui gaya kepemimpinan walikota Kediri, kedua, untuk mengetahui iklim organisasi yang terjadi di pemerintah kota Kediri, dan yang ketiga untuk mengkaji relevansi gaya kepemimpinan walikota Kediri dan iklim organisasi terhadap prestasi kerja secara organisasional.

Penelitian ini merupakan penelitian kualitatif dengan objek penelitian Walikota Kediri selaku pimpinan organisasi di pemerintahan Kota Kediri, data yang diambil merupakan pengakuan walikota terhadap kepemimpinannya, melalui wawancara. Hasil data yang berasal dari pemaparan dan pengakuan walikota terhadap kepemimpinannya tersebut kemudian dikonfirmasi dengan penilaian bawahan atau aparat pemerintah daerah yang mengenal dan berinteraksi kepada walikota, konfirmasi ini dilakukan dengan instrument penelitian 41 instrumen kuisisioner yang disebar untuk menilai gaya kepemimpinan, iklim organisasi, prestasi kerja, sesuai dengan kejadian dan fakta yang terjadi sebagai mana yang dirasakan aparat dan masyarakat. Variabel yang diteliti dalam penelitian ini adalah, Gaya kepemimpinan walikota, Iklim Organisasi Pemerintah Kota, serta prestasi kerja secara organisasional.

Sedangkan tehnik analisis data yang digunakan adalah, *interpretative understanding* yaitu penafsiran atau pemaknaan data dengan masalah yang ada atau terhadap data yang saling berhubungan untuk mendapatkan kesimpulan sementara yang diapakai landasan untuk mengumpulkan data selanjutnya. Untuk

menganalisa data, tidak hanya saat penelitian selesai dilakukan, akan tetapi juga pada saat data dikumpulkan dilapangan sehingga terdapat kesinambungan. Sedangkan data dari hasil jawaban aparat dan masyarakat melalui kuesioner ditabulasi dalam tabel , dihitung frekuensi jawaban yang sama kemudian diprosentase.

Hasil penelitian menunjukkan bahwa, gaya kepemimpinan walikota Kediri menurut pengakuan walikota sikap kepemimpinannya diderivasi dari sikap profesionalisme , konsep ini menekankan segala sesuatu dalam bekerja ditekankan kepada kemampuan individu dan kelompok kerja sesuai dengan kebutuhan masyarakat yang fleksibel ,sehingga gaya kepemimpinan walikota merupakan gaya kepemimpinan yang situasional yang dibuktikan juga dengan persepsi aparat bawahannya dan masyarakat yang menunjukkan kepemimpinan dengan cirri- cirri yang dimiliki oleh walikota seperti, gaya kepemimpinan direktif, sportif dan partisipatif.

Dari kuesioner yang berhasil dikumpulkan pada aparat dan tokoh masyarakat di kota kediri tiga jawaban terbanyak adalah: 91% mengatakan gaya kepemimpinan Walikota kediri dalam menjalankan pemerintahan dengan gaya Direktif, 84.6% mengatakan supportive, dan 82.2% mengatakan partisipatif.

Sedangkan strategi kepemimpinan yang digunakan Walikota kediri cenderung pada strategi partisipatif, hal ini didasarkan pada hasil wawancara dengan walikota mengenai strategi kepemimpinan yang selalu melibatkan aparatnya dalam merumuskan dan mengaplikasikan program kerjanya. Dengan demikian walikota berusaha mengoptimalkan fungsi dari SDM aparat dengan mengajak bersama-sama terjun langsung ditengah-tengah masyarakat, sehingga para aparat dapat mengerti luas dan tanggung jawabnya sebagai abdi masyarakat secara baik, benar dan terarah.

Sedangkan iklim organisasi dari penilaian aparat dan masyarakat yang dikembalikan kepada peneliti menurut pengakuan aparat 73 % mengatakan fleksibel 66.7 % mengatakan adanya kepercayaan dan keterbukaan,75 % mengatakan simpatik dan memberi dukungan,73% mengatakan pekerjaan yang beresiko,73 % mengatakan jujur dan saling menghargai,66.6 % mengatakan tumbuhnya kepribadian. jadi iklim organisasi yang terjadi di pemerintah kota Kediri tercipta iklim yang kondusif.

Sedangkan dari prestasi kerja yang dipengaruhi oleh gaya kepemimpinan dan iklim organisasi cukup baik, hal ini dibuktikan dengan pengakuan aparat dan penilaian dari masyarakat bahwa , mengatakan kuantitas kerja 71.6 % diukur dari kualitasnya 86.3 % dari ketepatan waktu 76.6%

Dengan demikian tesis yang menyatakan kemampuan birokrasi saat ini sedang sakit ternyata tidak terbukti hal ini bisa ditunjukkan dengan data dalam penelitian ini menggambarkan bahwa kepemimpinan profesional yang menggunakan gaya kepemimpinan situasional akan menciptakan iklim yang kondusif bisa mempengaruhi prestasi kerja yang cukup baik.

## SUMMARY

### **ANNALYSIS RELEVANCY THE STYLE OF LEADERSHIP OF MAJOR KEDIRI AND CLIMATE OF ORGANIZATION ABOUT WORK ACHIEVEMENT**

**Muchsinul Achsan**

The matter of leadership and government is really interesting to become material for discussion, the selection of the major of Kediri (Walikota Kediri ) as the leader of the area for the second time is indeed not a new phenomenon. However this matter is interesting to be discussed since the condition of kediri society is complex, with this complex city many people asked about the readiness of the government officials to solve the need of the people. The demand of the people which more progressive because the dynamic and process of change is continuous, creating it a challenge for the police maker and the leaders (walikota) in this case the major. On the other hand the selection of the major who received the support of the people of kediri to lead them again as major is indeed by his professional attitude and the closeness of the major to the people.

Though at this time many pople or institutions to doubt the readiness of the government official to relize the honest and clean government, in spite of this the need of servant of people / society, so that with the condition like this, s need collective hard work between leader, employee and people.

From this back ground this research aims to: firstly, to know about the style of leadership of the major, secondly, to know about the climate which exist in kefir government, and thirdly, to discuss the relevancy of the style of leadership of the major of kediri and the climate of the organization for organization achievement .

This research as a qualitative research with the major of the subject of research as leader of the government organization, the data which taken for statement of the major about his leadership, by interview. The result of the data which came from the explanation and statement that conformed by the evaluation of his employee, or government official who has known and interacted with the major. This confirmation was done by research in the form of 41 questioners which was given out to evaluate to style of leadership, organization climate, work achievement in order with events deeds which happened as which felled by the official and the people. Variable which were accurate in this research are style of leadership of major, climate of organization and also organization work achievement.

The technique for analyzing data which was used was interpretative understanding are interpreting the data with the matter (research topic) or with data which was related to get temporary understanding which was used to collect for the data. To analyze the data not only at the end of the research but also at the time the data was collected in the field so that can be balance. On the other hand the result of the data by the official and the people with the questions was tabulated on the table and frequency of the same answers was counted than give a presented.

The result of the research showed that the style of leadership of the major according to himself was derived from a leader professional attitude, this concept to sign everything to the ability (individual) and team work in according with the need of the people which is flexible, so that the leadership of the major was style of leadership which was situational, which was proved also by the perception of the official, employees and people who took out of the leadership the characteristic of situational style leadership were all processed by the major, for example style of directive, sportive and participative style of leadership.

From the questioners which has been collected from the official and people of the city of Kediri the three most command answers, were : 91% said that his style of leadership was directive, 84,6 % said that was supportive, and 82,2 % said that was participative.

Leadership strategy which is used by the major tends to be participative strategy, this conclusion was by on the result of interviews with the major about leadership strategies which always involved official in formulating and applied with program. In this way the major tries to optimal the functions of the knowledge's with inviting man to meet with the people, so that the official can understand properly and responsibility as represented of the people carried out well and properly directed.

The climate of organization from the evaluation of the official and people which were returned to the researcher according to the statement of the official said that simpatico and give support by 75% honest and appreciate 73 % and integrity and open 73%. So the climate of organization which happened in government of kefir is conducive.

Well, work achievement which has been caused for the style of leadership and the climate organization influence work achievement very well (positive effect). This is proved by the statement of the officials and evaluations from the people that, according to quantity of the people said 71,6%, and 86,3% for quality, 76.6% .

So those who says ability of bureaucracy is not healthy, is not proved this condition about the data in this research which illustrate that professional leadership which used situational style of leadership which created conducive climate can influence work achievement which are satisfy.

## ABSTRACT

### ANNALYSIS RELEVANCY THE STYLE OF LEADERSHIP OF MAJOR KEDIRI AND CLIMATE OF ORGANIZATION ABOUT WORK ACHIEVEMENT

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The best style of leadership depends on its situation. When the leader give instruction to his/her employee, leader would use directive style. When showing somethings that could stand interesting his/her employee, he used sportive. and to make rule or plan in organization used participative.

This research had three points. Firstly, to know about the style of the major of kediri. secondly, to know about the climate which existed in kediri government. Thirdly, to discuss about relevancy of the style of leadership of the major of kediri and the climate of the organization for organization achievement of major kediri.

This was a qualitative a phenomenologist approach, with the object of major of kediri city. Data taken were the confession of each major of kediri professional their leadership, which were obtained using interview, and questionnaires distributed to the governmental apparatus and the society to appraise and confirm the leadership of major.

Data were analyzed using interpretative understanding method, in which data were interpreted according to the existing problem or to interrelate data to obtain temporary conclusion that was used as the basis for subsequent data collecting. Data from the questionnaires were tabulated, the frequency of similar answer was estimated, and the proportions were counted.

The result of this research was that the style of leadership decided product an organization with the situational strategy/style. And the attitude of the leader which most attended to the employee, it could make the climate of organization became conducive and made good work achievement.

From the questioners which has been collected from the official and people of the city of kediri the three most command answers, were : 91% said that his style of leadership was directive, 84.6 % said that was supportive, and 82.2% said that was participative.

The climate of organization from the evaluation of the official and people which were returned to the researcher according to the statement of the official said that simpatico and give support by 75,% honest and appreciate 73% and integrity and open 73 %. So the climate of organization which happened in government of kediri was conducive.

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**Keywords :** leadership, climate organization, work achievement