

# Hubungan gaya kepemimpinan transformasional dan perilaku kewargaan organisasi serta peningkatan pengetahuan gaya kepemimpinan transformasional melalui pelatihan kepada atasan di PT. X = Relationship between transformational leadership style and organizational citizenship behaviour and improvement in transformational leadership style knowledge through training on supervisor at PT. X

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## Abstrak

Penelitian ini bertujuan untuk mengetahui hubungan antara variabel gaya kepemimpinan transformasional dan variabel perilaku kewargaan organisasi (PKO) pada PT. X dalam rangka menyusun intervensi yang tepat untuk meningkatkan gaya kepemimpinan transformasional yang nantinya diharapkan dapat meningkatkan PKO. Gaya kepemimpinan transformasional diukur menggunakan 20 item yang diadaptasi dari item yang mengukur dimensi kepemimpinan transformasional dalam Multifactor Leadership Questionnaire (Bass & Avolio, 2004; dalam Ho et al., 2009) dengan reliabilitas Alpha Cronbach 0.92, sedangkan perilaku kewargaan organisasi diukur dengan menggunakan alat ukur yang diadaptasi dari alat ukur yang dikembangkan oleh Podsakoff et al. (1990) dengan reliabilitas Alpha Cronbach 0.81. Sejumlah 33 responden pada level jabatan non-staf hingga manajer terlibat dalam penelitian ini. Berdasarkan hasil analisa regresi berganda didapatkan  $R = 0.611$ ,  $F = 4.17$ ,  $df_{regresi} = 4$ ,  $df_{residual} = 28$ ,  $p = 0.009$ , dengan signifikansi pada  $\alpha = 0.01$ . Gaya kepemimpinan transformasional mampu menjelaskan 37.4 % varians dalam PKO. Adapun dimensi yang memiliki hubungan paling kuat ialah Idealized Influence, dengan nilai korelasi 0.58,  $p = 0.003$ , signifikan pada  $\alpha = 0.01$ . Berdasarkan hasil ini, maka intervensi pelatihan gaya kepemimpinan transformasional dengan menitikberatkan kepada dimensi Idealized Influence dirancang dan diimplementasikan kepada level manajer dan penyelia. Berdasarkan hasil olah data didapatkan adanya kenaikan skor jumlah jawaban benar secara signifikan pada kelompok peserta manajer (pre-test ( $M = 3.20$ ,  $SD = 1.09$ ), post-test ( $M = 5.20$ ,  $SD = 2.16$ ),  $t = -2.82$ ,  $df = 4$ ,  $p = 0.04$ , signifikan pada  $\alpha = 0.05$ ) dan kelompok peserta penyelia (pre-test ( $M = 2.00$ ,  $SD = 1.19$ ), post-test ( $M = 4.88$ ,  $SD = 3.18$ ),  $t = -3.45$ ,  $df = 7$ ,  $p = 0.01$ , pada  $\alpha = 0.05$ ). Hasil ini menunjukkan adanya peningkatan pengetahuan mengenai gaya kepemimpinan transformasional. Hal ini diharapkan dapat meningkatkan implementasi gaya kepemimpinan transformasional pada atasan sehingga mampu meningkatkan PKO pada bawahannya.

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This study aimed to determine the relationship between transformational leadership style and organizational citizenship behaviour (OCB) in PT. X in order to design the right intervention to improve transformational leadership style in which it was expected to improve OCB. Transformational leadership style was measured using a 20-item scale adopted from Multifactor Leadership Questionnaire (Bass & Avolio, 2004; dalam Ho et al., 2009) that measures the transformational leadership style with the reliability Alpha Cronbach 0.92, whereas OCB was measured using the scale adopted from OCB scale developed by Podsakoff et al. (1990) with the reliability Alpha Cronbach 0.81. Thirty-three respondents within the level of position ranging from non-staff to managers were involved. The results from multiple regression analysis showed the value of  $R = 0.611$ ,  $F = 4.17$ ,  $df_{regression} = 4$ ,  $df_{residual} = 28$ ,  $p = 0.009$ , was significant within

the level of significance 0.01. Furthermore, transformational leadership style can explain 37.4 % variance of OCB. The dimension of transformational leadership style that has the strongest relationship with OCB is Idealized Influence, with the correlation value of 0.58,  $p = 0.003$ , significance level of 0.01. Based on this results, transformational leadership training in which Idealized Influence were emphasized can be considered as the right intervention for managers and supervisors. Based on statistical analysis, it was found that there was a significant increase in the total score of right answers about transformational leadership style on the group of managers and (pre-test ( $M = 3.20$ ,  $SD = 1.09$ ), post-test ( $M = 5.20$ ,  $SD = 2.16$ ),  $t = -2.82$ ,  $df = 4$ ,  $p = 0.04$ , significant at los 0.05) and supervisors (pre-test ( $M = 2.00$ ,  $SD = 1.19$ ), post-test ( $M = 4.88$ ,  $SD = 3.18$ ),  $t = -3.45$ ,  $df = 7$ ,  $p = 0.01$ , significant at los 0.05). This result showed that there is an improvement in the participants' knowledge of transformational leadership style. It is expected that this could improve the implementation of transformational leadership style in which it could also improve the occurrence of employees organizational citizenship behaviour.