

ABSTRACT

The purpose of this study, which is the influence of transformational and transactional leadership style on followers' OCBs, job satisfaction, organizational commitment, and self-efficacy, was investigated. Moreover, all of dependent variables are regressed to find whether there are any relationships among them.

The research was conducted in PT Telkom Divre IV Jateng & DIY. A sample of 75 managers was systematically selected from a population of 256 managers and 2 randomly chosen staff were picked up for each manager. The Multifactor Leadership Questionnaire Short Form (MLQ), Morrison' Organizational Citizenship Behavior Questionnaire (OCBQ), Minnesota Satisfaction Questionnaire, Short Form (MSQ), Allen & Meyer's Organizational Commitment Questionnaire Short Form, and General Self-efficacy Questionnaire was chosen to measure the leader behavior and its impact on followers' organizational outcomes. The reliability of the questionnaires were determined. Cronbach's alpha was computed to measure the internal consistency of all questionnaires. The mean and standard deviation for each variable were documented in addition to the regression analysis.

A stepwise multiple regression model was constructed to describe the relationship between leaders behavior and followers outcomes. The overall regression equation was statistically significant. The independent variables as a set accounted for about 40 % of the variance in followers' outcomes. Transformational leadership relatively greater than transactional leadership in affecting followers' outcomes included OCBs, job satisfaction, organizational commitment, and self-efficacy.

When stepwise multiple regression models was conducted to reveal the most dominant predictor of followers' outcomes, it resulted in idealized influence, inspirationally motivating, and management by exception as the most dominant predictors of followers' OCBs, job satisfaction, organizational commitment, and self-efficacy. Moreover, when partial correlation analysis that controlled for demographics revealed that transformational leadership was a very significant and positive predictor of OCBs, job satisfaction, organizational commitment, and self-efficacy. Partial correlation showed that with demographics controlled for, transactional leadership was not significantly related to followers' outcomes examined in this research, excluding for self-efficacy, which showed the opposite results.

Further, the analysis shows that staffs of PT Telkom Divre IV have been demonstrating moderate to high level of OCBs, job satisfaction, and organizational commitment, contrasting with somewhat low self-efficacy. Thus maybe affected by the contingent reward practices which could induce the decreasing of sense of efficacious. Further, leader behavior in handling followers, making decision, and offering rewards perceived as less satisfactory by followers.

Keywords: Leadership Styles, Organizational Citizenship Behaviors, Job Satisfaction, Organizational Commitment, Self-efficacy

ABSTRAKSI

Penelitian ini memiliki tujuan yaitu meneliti hubungan kausalitas antara gaya kepemimpinan yaitu kepemimpinan transformasional dan kepemimpinan transaksional, dengan *citizenship behavior*, kepuasan kerja, komitmen organisasi, dan *individual self-efficacy* karyawan. Thesis ini juga mencoba meneliti hubungan antara variabel-variabel dependen.

Penelitian diadakan di PT Telkom Divre IV Jateng & DIY. Sampel penelitian terdiri dari 75 manajer yang diambil dari populasi manajer sebanyak 256 dan tiap manajer diminta untuk memilih secara acak dua staff mereka untuk mengisi kuesioner tentang gaya kepemimpinan. Kuesioner yang digunakan diadaptasi dari *The Multifactor Leadership Questionnaire Short Form (MLQ)* untuk mengukur gaya kepemimpinan masing2 manajer, *Morrison' Organizational Citizenship Behavior Questionnaire (OCBQ)* untuk menilai *citizenship behavior* karyawan, *Minnesota Satisfaction Questionnaire Short Form (MSQ)* untuk menilai kepuasan kerja karyawan, *Allen & Meyer's Organizational Commitment Questionnaire Short Form* untuk menilai komitmen organisasi karyawan, dan *General Self-efficacy Questionnaire* untuk menilai *individual's self-efficacy* masing-masing karyawan.

Penelitian ini menggunakan *stepwise multiple regression* sebagai alat analisis untuk menggambarkan hubungan lausalitas antara variable-variabel independen dan dependen. Seluruh analisis regresi memberikan hasil yang signifikan. Gaya kepemimpinan transformasional lebih efektif dari pada gaya kepemimpinan transaksional dalam memprediksi *citizenship behavior*, kepuasan kerja, komitmen organisasi, dan *individual self-efficacy*.

Penelitian ini juga meneliti aspek-aspek variabel independen yang paling berpengaruh terhadap OCBs, kepuasan kerja, komitmen organisasi, dan *self-efficacy* karyawan. *Stepwise regression model* menunjukkan bahwa idealized influence, inspirational motivation dan management by exception merupakan aspek variabel independen yang paling berpengaruh. *Stepwise regression model* juga menunjukkan bahwa ketika variabel-variabel demografi seperti jenis kelamin, tingkat pendidikan, dan pengalaman kerja dikontrol, gaya kepemimpinan transformasional memiliki pengaruh yang signifikan dan positif terhadap OCBs, kepuasan kerja, komitmen organisasi, dan *self-efficacy*. Gaya kepemimpinan transaksional tidak memiliki pengaruh yang signifikan terhadap OCBs, kepuasan kerja, dan komitmen organisasi, tetapi menunjukkan hasil yang signifikan dan positif terhadap *self-efficacy* ketika variabel demografi dikontrol.

Karyawan PT Telkom Divre IV, berdasarkan penelitian ini menunjukkan *citizenship behavior*, kepuasan kerja, dan komitmen organisasi yang cukup tinggi, namun menunjukkan *self-efficacy* yang relatif rendah. Banyak manajer PT Telkom Divre IV yang masih menerapkan kebijakan *contingent reward* yang kurang memotivasi karyawan. Gaya kepemimpinan di PT telkom Divre IV Jateng & DIY dianggap kurang memuaskan dalam hal hubungan mereka dengan bawahan, kemampuan mereka dalam mengambil keputusan, dan menerapkan kebijakan *reward* yang kurang adil.

Kata penting: gaya kepemimpinan, *citizenship behavior*, kepuasan kerja, komitmen organisasi, dan *self-efficacy*