

Pengaruh gaya kepemimpinan, motivasi dan budaya organisasi terhadap kinerja pegawai negeri sipil pada direktorat jenderal perbendaharaan =
Impacts of leadership styles, motivation and organizational culture towards civil service performance in directorate general of treasury

Mochamad Usman, author

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Abstrak

Dalam rangka mencapai tujuan, pimpinan organisasi selalu berusaha mengelola SDM dan potensi yang dimilikinya secara optimal, namun upaya mengelola SDM tersebut bukanlah hal yang mudah, karena tidak semua pimpinan memiliki dan memahami strategi menggerakkan bawahan, sehingga yang timbul kemudian adalah hal-hal yang kontraproduktif dan benturan antara kepentingan organisasi dengan kepentingan pegawainya. Sering terjadi pula, karena kurangnya sosialisasi dan pendekatan kepada pegawai mengenai tujuan organisasi, maka tercapainya tujuan organisasi dianggap sebagai prestasi pimpinan dan bukan tanggungjawab seluruh pegawai organisasi tersebut.

Beberapa variabel sentral yang sangat mempengaruhi kinerja pegawai, yaitu antara lain perilaku atau gaya kepemimpinan, motivasi dan budaya organisasi, ia baik masing-masing maupun secara bersama-sama dapat mempengaruhi kinerja pegawai.

Pokok permasalahan yang diteliti, adalah menyangkut apakah variabel-variabel bebas seperti gaya kepemimpinan, motivasi dan budaya organisasi tersebut, dapat mempengaruhi kinerja pegawai baik masing-masing atau secara bersama-sama. Kerangka pemikiran dalam penelitian ini, adalah bahwa kinerja yang baik seharusnya dilandasi antara lain oleh gaya kepemimpinan, motivasi dan budaya organisasi yang baik pula.

Direktorat Jenderal Perbendaharaan merupakan unit eselon I baru Departemen Keuangan, yang dibentuk sebagai amanat reformasi manajemen keuangan dan mempunyai tugas pokok dan fungsi yang strategis di bidang keuangan negara khususnya yang menyangkut perbendaharaan negara. Tugas pokok dan fungsi yang strategis tersebut seyogianya didukung dengan SDM yang berkemampuan baik secara konseptual maupun teknis.

Hal-hal tersebut di atas menarik untuk diteliti, sehingga dalam penulisan tesis ini mengambil judul "Pengaruh Gaya Kepemimpinan, Motivasi, dan Budaya Organisasi Terhadap Kinerja Pegawai Negeri Sipil Direktorat Jenderal Perbendaharaan". Penelitian ini, adalah penelitian deskriptif korelasional, yaitu untuk menjelaskan apakah variabel-variabel bebas gaya kepemimpinan, motivasi dan budaya organisasi mempunyai hubungan/pengaruh terhadap kinerja Pegawai Negeri Sipil Direktorat Jenderal Perbendaharaan. Dalam penelitian ini yang menjadi populasi penelitian adalah pegawai Kantor Pusat Direktorat Jenderal Perbendaharaan dengan jumlah 2.152 pegawai, dan yang diambil sampel sebanyak 240 pegawai dengan teknik cluster random sampling.

Hasil penelitian secara keseluruhan, temyata persepsi responden menyatakan bahwa terdapat pengaruh gaya

kepemimpinan, motivasi, dan budaya organisasi terhadap kinerja pegawai. Persepsi responden yang menyatakan skor kurang baik hanya sebagian kecil, yaitu sekitar kurang lebih 3 %. Namun, walaupun persepsi negatif tersebut hanya sebagian kecil, hal ini perlu mendapat perhatian pimpinan agar dikemudian hari tidak menimbulkan hal-hal yang sifatnya kontraproduktif.

In the attainment of organizational goals, the management always attempted to manage its human resources and all its potentials optimally. However, it was not an easy task because not all management possessed and understood the strategies to actuate their subordinates. Instead they caused such problems as counterproductive acts, and conflicts of interests between those of the organization and those of the individual employees. This was often caused by the lack of communication and approach to the employees about the organizational goals. This resulted in the employees having false perceptions towards the organizational goals achievement, i.e. they thought that it only benefitted the management not them. This false perceptions caused them to deny their responsibility to achieve the organizational goals.

Several central variables that really influenced the employees' performance, i.e. amongst others were leadership styles or behaviours, motivation and organizational culture either individually or simulatenously they could influence the employees' performance.

The key issues researched were related with as to whether such free variables as leadership styles, motivation and organizational culture could influence their employees' performance either individually or simultaneously. The concept of this research was good performance should be based amongst others on the good leadership styles, motivation and conducive organizational culture.

The Directorate General of Treasury as one of the new echelon I work units in the Ministry of Finance, which was established as a mandate of the finance management reform and has strategic tasks and functions in controlling State Finance particularly anything that are related with state treasury. Such strategic tasks and functions should be supported by skilled manpower both conceptually and technically.

The above mentioned aspects were worth researching. Therefore the thesis entitled "Impacts of Leadership Styles, Motivation and Organizational Culture Towards Employees' Performance in the Directorate General of Treasury".

The method used in this research was descriptive correlational that was intended to justify such free variables as leadership styles, motivation and organizational culture having some impacts towards the employees' perfomiance in the Directorate General of Treasury. The population of the research were 240 out 2,152 (11.15%) personnel ofthe Directorate General of Treasury at the central level as samples with cluster random sampling.

The research findings as a whole showed that the free variables of leadership style, motivation and organizational culture proved to have significant impacts towards the employees' performance. The respondents who gave low scores were the minority, i.e.. approximately 3%. Although the percentage was small, the management should necessarily pay attention to it, so that it would not create counterproductive matters in the future.