

# Peningkatan transformational leadership pada coordinator untuk meningkatkan affective commitment to change pada karyawan teknisi di PT. XYZ melalui workshop transformational leadership = The enhancement of coordinators transformational leadership to improve affective commitment to change among technicians at PT. XYZ through transformational leadership workshop

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## Abstrak

Penelitian ini berfokus pada usaha untuk meningkatkan affective commitment to change pada karyawan Teknisi melalui transformational leadership atasan di perusahaan yang bergerak dalam bidang solusi ketenagalistrikan. Berdasarkan penggalan data awal, masalah yang muncul adalah adanya kecenderungan normative commitment to change karyawan Teknisi dalam mematuhi peraturan kedisiplinan akibat gaya kepemimpinan yang cenderung transactional, sehingga mereka patuh hanya jika merasa diawasi dan akan menerima punishment untuk pelanggaran yang dilakukan. Peneliti mengukur korelasi antara transformational leadership dan affective commitment to change dengan 18 orang partisipan Teknisi. Alat ukur transformational leadership yang digunakan pada penelitian ini ( $r = 0,980$ ) diadaptasi oleh Rubin et al. (2005) yang berdasar pada alat ukur yang dikembangkan oleh Podsakoff et al. (1996). Sementara, alat ukur affective commitment to change yang digunakan ( $r = 0.809$ ) merupakan versi adaptasi dari alat ukur commitment to change yang digunakan dalam penelitian Herscovitch dan Meyer (2002). Berdasarkan uji korelasi Kendall's Tau ( $\tau$ ), diperoleh koefisien korelasi sebesar 0,606 (LOS 0,01), yang menunjukkan bahwa transformational leadership atasan berhubungan secara signifikan dengan affective commitment to change karyawan. Untuk itu dilakukan sebuah intervensi berupa workshop transformational leadership untuk meningkatkan perilaku transformational atasan dengan tujuan untuk meningkatkan affective commitment to change pada bawahan. Peneliti melakukan evaluasi workshop level dua dengan uji Wilcoxon Signed-Rank Test, diperoleh hasil bahwa terdapat peningkatan skor perilaku transformational atasan, meskipun tidak signifikan ( $Z = -1,826, p > 0,05$ ).

This study is focused on the effort to improve affective commitment to change among Technicians through Coordinator's transformational leadership in a company of power solution business. Based on initial diagnosis, the existing problem can be attributed to the tendency of normative commitment to change among Technicians in complying to discipline regulation as a result of superiors' transactional leadership style, which causes Technicians comply only when they perceive as being monitored and will receive punishment for violating the regulation. The correlation between transformational leadership and affective commitment to change was measured with 18 Technicians as participants. The transformational leadership instruments used in this study ( $r = 0,980$ ) was adapted by Rubin et al. (2005) based on the one developed by Podsakoff et al. (1996), while the instrument used to measure employee affective commitment to change ( $r = 0.809$ ) was an adapted version from the one used in Herscovitch and Meyer's (2002) research. Based on Kendall's Tau ( $\tau$ ) correlation test, correlation coefficient of 0,606 (LOS 0,01) was found, showing that superiors' transformational leadership is significantly and positively correlated to employees' affective commitment to change. Based on this result, an intervention program was conducted in the form of

transformational leadership workshop to improve superiors' transformational leadership behavior, aimed at the improvement of employee affective commitment to change. The researcher conducted a second level workshop evaluation using the Wilcoxon's Signed-Rank Test, showing that there was an increase in superiors' transformational behavior score, but not significant ( $Z = -1,826$ ,  $p > 0,05$ ).