

# **PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN TRANSAKSIONAL TERHADAP KINERJA KARYAWAN PADA HOTEL BUDGET DI SURABAYA**

**Imelda Prayogo, Livio**

Program Manajemen Perhotelan Program Studi Manajemen Fakultas Ekonomi  
Universitas Kristen Petra  
Jl. Siwalankerto 121-131, Surabaya  
**E-mail:** [Imeldaprayogo96@gmail.com](mailto:Imeldaprayogo96@gmail.com), [livioltz96@gmail.com](mailto:livioltz96@gmail.com)

Abstrak - Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Karyawan Pada Hotel *Budget* di Surabaya

Hotel *budget* merupakan jenis hotel yang paling banyak jumlahnya di Surabaya. Oleh sebab itu, kepemimpinan yang tepat diperlukan agar kinerja optimal. Penelitian ini dimaksudkan untuk mengetahui sejauh mana gaya kepemimpinan transformasional dan gaya kepemimpinan transaksional berpengaruh terhadap kinerja karyawan. Penelitian menggunakan metode kuantitatif dan analisis regresi linear berganda dengan 150 responden yang merupakan karyawan yang bekerja pada beberapa hotel *budget* di Surabaya. Dari hasil penelitian diketahui bahwa gaya kepemimpinan transformasional dan transaksional berpengaruh secara positif dan signifikan terhadap kinerja karyawan dan gaya kepemimpinan transaksional berpengaruh lebih dominan.

Kata Kunci:

Kepemimpinan transformasional, kepemimpinan transaksional, kinerja karyawan

Abstract – The effect of Transformational Leadership and Transactional Leadership on Employee Performance at Budget Hotel in Surabaya

Hotel market is dominated by budget hotels in Surabaya. Thus, the right leadership is necessary to optimize employee performance. This research is meant to find out how far transformational and transactional leadership style is able to affect employee performance. This research was done by using quantitative method and multiple linear regression, with 150 respondents who were staffs of budget hotels in Surabaya. The results showed that both transformational and transactional leadership style gave a positive and significant influence on employee performance, and the one with more dominant influence was transactional leadership.

**Keywords:**

Transformational leadership, transactional leadership, employee performance

## **DAFTAR REFERENSI**

- Advani, A., & Abbas, Z. (2015). Impact of transformational and transactional leadership styles on employee' performance of banking sector in Pakistan. Global Journal of Management an Business Research , 15 (5), 29-36
- Avolio, B. J. (2004). *Encyclopedia of leadership transformational and transactional leadership*. Thousand Oaks: Sage Publications
- Avolio, B., & Bass, B. (1995). *Multifactor leadership questionnaire includes actual form and ought form and scoring guide*. Mind Garden, Inc.

- Badan Pusat Statistik Kota Surabaya (2016). *Surabaya dalam angka*. Retrieved November 06, 2017, from  
[https://surabayakota.bps.go.id/website/pdf\\_publikasi/Kota-Surabaya-Dalam-Angka-2017.pdf](https://surabayakota.bps.go.id/website/pdf_publikasi/Kota-Surabaya-Dalam-Angka-2017.pdf)
- Budiwibowo, S. (2014). Pengaruh gaya kepemimpinan transaksional, transformasional dan disiplin kerja terhadap kinerja guru di kota Madiun. *Premiere Education*, 4 (2), 119-132
- Chandra, T., & Priyono. (2015). The influence of leadership styles, work environment and job satisfaction on employee performance. *International Education Studies*, 9 (1), 130-140
- Chaudhry, A. Q., Javed, H., & Sabir, M. (2012). The impact of transformational and transactional leadership on the motivation of employees in Pakistan. *Pakistan Economic and Social Review*, 223-231
- Cheng, L., & Yang, M. H. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, 9 (1), 6-26
- Daft, R., & Lane, P. (2005). *The leadership experience* (3rd ed.). Ohio: Thomson
- Dai, Y.-D., Dai, Y.-Y., Chen, K.-Y., & Wu, H.-C. (2013). Transformational vs transactional leadership: which is better?: a study on employees of international tourist hotels in Taipei City. *International Journal of Contemporary Hospitality Management*, 25 (5), 760-778
- Danim, S. (2012). *Motivasi kepemimpinan & efektivitas kelompok*. Jakarta: Rineka Cipta
- DuBrin, A. J. (2010). *Principles of leadership* (6th ed.). Canada: Cengage Learning
- Efendi, Z. (2016, Januari 21). Jumlah Hotel di Surabaya Terus Bertambah Retrieved November 16, 2017, from <http://www.detiknews.com>
- Endrayanto, P., & Sujarweni, V. (2012). *Statistika untuk penelitian*. Yogyakarta: Graha Ilmu
- Faizal, A. (2016, November 26). *Risma batasi pembangunan hotel "budget" di Surabaya* . Retrieved November 16, 2017, from <http://www.kompas.com>
- Ferdinand. (2002). *Structural Equation Modelling dalam Penelitian Manajemen*. Semarang: FE UNDIP
- Gusnetti. (2014). Faktor – faktor yang mempengaruhi kinerja karyawan pada PT. Garuda Indonesia Pekanbaru. *Jom FISIP*, 1 (2), 1- 11
- Ghozali, I. (2011). *Aplikasi analisis multivariate dengan program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro
- Hamilton, M. (2010). The Interaction of transactional and transformational leadership. *Online Journal of Workforce*, 3 (3), 1-11
- Handoko, T. H. (1993). *Manajemen* (II ed.). Yogyakarta: BPFE
- Ismail, A., Mohamad, M., Mohamed, H., Raffiuddin, N., & Zhen, K. (2010) Transformational and transactional leadership styles as a predictor of individual outcomes. *Theoretical and Applied Economics*, 17 (6), 89-104
- Jones, P. (2002). *Introduction to hospitality operations: an indispensable guide to the industry* (2nd ed.). London: Cengage Learning
- Kementerian Pariwisata Republik Indonesia (2017). *Perkembangan kunjungan wisman ke indonesia tahun 2017 vs 2016*. Retrieved August 29, 2017, from <http://www.kemenpar.go.id/userfiles/Lapbul%20Januari%202017.pdf>
- Kotter, J. (2001). *Kepemimpinan dan perubahan*. (J. Mulyadi, Trans.) Jakarta: Erlangga
- Lomanjaya, J., & Laudi, M. (2014). Analisis pengaruh gaya kepemimpinan transformasional dan transaksional terhadap kinerja karyawan PT. ISS Indonesia cabang Surabaya di Rumah Sakit Katolik St. Vincentius A. Paulo. *Jurnal Hospitality dan Manajemen Jasa*, 1, 1-12

- Mangkunegara, A. (2001). *Manajemen sumber daya manusia perusahaan*. Bandung: Remaja Rosdakarya
- Mitchell, R. R. (1978). *People in organizations understanding their behaviour*. United States of America: McGraw-Hill
- Mulyadi. (2011). *Sistem perencanaan dan pengendalian manajemen* (Edisi ke-3.). Jakarta: Salemba empat
- Novitasari, P., & Satriyo, B. (2016). Pengaruh gaya kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan. *Jurnal Ilmu dan Riset Manajemen*, 1-20
- Partiar, R., & Mia, L. (2009). Transformational leadership style, market competition and departmental performance; evidence from luxury hotels in Australia. *International Journal of Hospitality Management*, 28 (2), 254-262
- Pradana, M., Sunuharyo, B., & Hamid, D. (2013). Pengaruh gaya kepemimpinan transformasional dan transaksional terhadap kinerja karyawan. *Administrasi Bisnis Student Journal*, 1-11
- Puspa, A. (2017, April 17). *Hotel budget & hotel bintang tiga bersaing ketat*. Retrieved November 16, 2017, from <http://traveling.bisnis.com/read/20170417/102/645885/hotel-budget-hotel-bintang-tiga-bersaing-ketat>
- Rachmawati, R. (2015). Transformational and Transactional Leadership Effect on Job Satisfaction in Santika Hotel, Bandung. Singapore: *International Conference on Trends in Economics, Humanities and Management (ICTEHM'15)*
- Robbins, & Stephen. (2007). *Perilaku organisasi* (Edisi ke-10). Terjemahan oleh Molan, & Benyamin. Jakarta: Indeks
- Sedarmayanti. (2011). *Manajemen sumber daya manusia dan produktivitas kerja*. Bandung: Refika Aditama
- Sigit, K. (2016, Februari 3). *Retail & Property: Sempat Turun, Apakah Pasar Hotel Surabaya Kembali Menggeliat?* Retrieved Oktober 25, 2017, from Marketeers: <http://marketeers.com/sempat-turun-apakah-pasar-hotel-surabaya-kembali-menggeliat>
- Sugiyono. (2012). *Metode penelitian kuantitatif kualitatif dan R&B*. Bandung: Alfabeta
- Sundi. (2013). Effect of transformational leadership and transactional leadership on employee performance of Konawe Education Department at Southeast Sulawesi Province. *International Journal of Business and Management Invention*, 2, 50-58
- Suwati, Y. (2013). Pengaruh motivasi dan kompensasi kerja terhadap kinerja karyawan pada PT. Tunas Hijau Samarinda. *eJournal Ilmu Administrasi Bisnis*, 41-55
- Tracey, J. B., & Hinkin, T. R. (1996). How transformational leaders lead in the hospitality industry. *Cornell University, School of Hotel Administration*, 15 (2), 165-176
- Walker, J. R. (2004). *Introduction to hospitality management*. (V. R. Anthony, Ed.) New Jersey: Pearson Education
- Widarjono, A. (2010). *Analisis Statistika Multivariant Terapan*. Yogyakarta: Sekolah Tinggi Ilmu Manajemen YKPN
- Woods, R. H., & King, J. Z. (2002). *Leadership and management in the hospitality industry* (2nd ed.). Micighan: Educational Institute of the American Hotel & Lodging Association
- Yamin, S. (2015, Juni 17). Keterkaitan usaha perhotelan dan pariwisata. *Kompasiana*. Retrieved November 06, 2017, from <https://www.kompasiana.com>
- Yukl, G. (2010). *Kepemimpinan dalam organisasi* (Edisi ke-5.). Terjemahan oleh B. Supriyanto. Jakarta Barat: Indeks
- Yukl, G. (2006). *Leadership in organizations* (6th ed.). New Jersey: Pearson Education