

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE
ON ORGANIZATIONAL COMMITMENT AT PT ASURANSI UMUM
BUMIPUTERAMUDA 1967 IN BRANCH OFFICE OF YOGYAKARTA**

Thesis

As a partial fulfillment to achieve a Master Degree

Study Program of Magister Management



Submitted By
NURUL INDARIAH
20031020041

To
GRADUATE PROGRAM
MUHAMMADIYAH UNIVERSITY OF YOGYAKARTA

THESIS

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE
ON ORGANIZATIONAL COMMITMENT AT PT ASURANSI UMUM
BUMIPUTERAMUDA 1967 IN BRANCH OFFICE OF YOGYAKARTA**

Submitted By
NURUL INDARIAH
20031020041

Has Approved by:

Advisor I

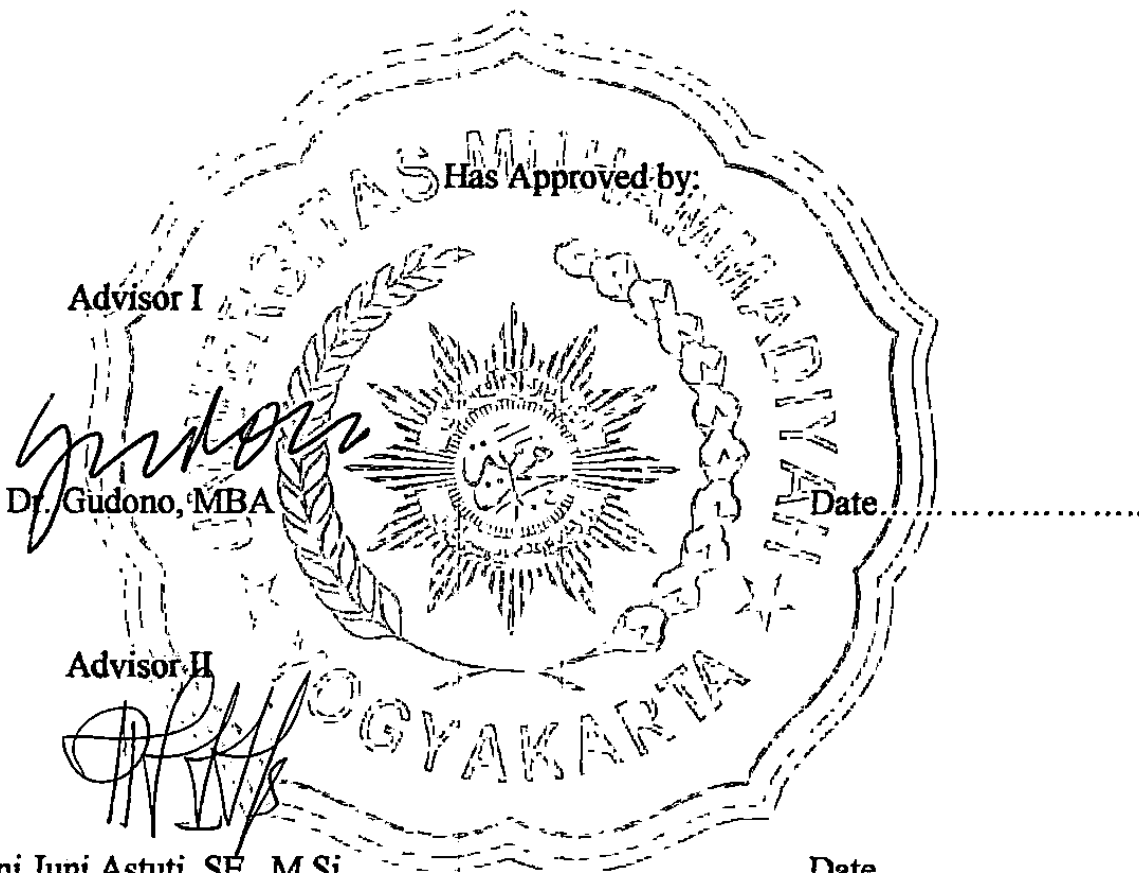
[Signature]
Dr. Gudono, MBA

Date

Advisor II

[Signature]
Rini Iuni Astuti SE M Si

Date


The seal of Universitas Muhammadiyah Yogyakarta is a large, octagonal emblem. It features a central sunburst with a face, surrounded by a wreath. The text "UNIVERSITAS MUHAMMADIYAH" is written along the top inner edge, and "YOGYAKARTA" is written along the bottom inner edge. The seal is used as a background for the advisor signatures and approval text.

THESIS

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE
ON ORGANIZATIONAL COMMITMENT AT PT ASURANSI UMUM
BUMIPUTERAMUDA 1967 IN BRANCH OFFICE OF YOGYAKARTA**

Submitted By
NURUL INDARIAH
20031020041

This Thesis has been defended before
The Examiners Board of Magister Management Program
Muhammadiyah University of Yogyakarta
On March 1, 2006
Consisted of



Dr. Gudono, MBA
Chief of Examiner Team



Drs. H. Susanto, MS



Rini Juni Astuti, SE., M.Si
Member of Examiner Team

CHIEF OF EXAMINING TEAM
DR. CHUDHURY, MBA

Consisted of
On March 1, 2000
Muhammad Ali University of Technology
The Examiners Board of Master Management Program
This Thesis has been defended and passed

30031050041
INDIVIDUAL
Submitted by

RESEARCH REPORT IN BRANCH OFFICE OF UNIVERSITY
OF ORGANIZATIONAL COMMUNICATION AT UNIVERSITY OF
THE EFFECT OF ORGANIZATIONAL DEVELOPMENT STAGE
THESIS

STATEMENT

This is to state that this Thesis does not contain work that has previously been submitted to obtain any degree at any higher educational establishment, and to the best of my nor opinion of any other person with the exception of those cited in

MOTTO

Innalillahi Wa Innailaihi Roji'un
(Qs 2: 154)

Kegagalan Adalah Ketika Kita Berhenti Berusaha

"Jika Niat & Perbuatan Baikmu Berbuah Keburukan, maka Tetaplah Berbuat Baik"

By **CRISNA E.S**

*Ku Yakinkan Ku Dapatkan
Apa Yang Ku Inginkan
Dengan Ijin Tuhan Semesta Alam
By NoeRoel*

Dedicated to:
My Beloved Father Amien Maryanto and My Mother Siti Aminah
My Brother Mahmud Darmawanto and My Sister Hartatik
Whole family of Gito Suyitno
My Alma Mater

THE PREFACE

Alhamdulillahirrobbil'alamin

The writer thanks to Allah SWT for every single blessing that has been given, so that this thesis could be done. This Thesis Title is: 'The Effect of Transformational Leadership on Organizational Commitment at PT Asuransi Umum Bumiputera Muda 1967 in Branch Office of Yogyakarta' and it is written as a partial fulfillment to achieve a Master Degree in Study Program of Magister Management Muhammadiyah University of Yogyakarta.

The writer realized that this thesis has many deficiencies and mistakes, therefore every building critique and suggestion from many sides is hoped in order to make this thesis more perfect. Moreover, This Thesis Accomplishment is also because of the supports of many sides. Then, The Writer is willing to deliver grateful to:

1. Dr. Gudono, MBA, as Chief of Examiner Team and also Advisor in Magister Management Program of Muhammadiyah University of Yogyakarta for the Great Directing and the Knowledge Sharing.
2. Rini Juni Astuti, SE, M.Si, as Advisor that has been giving me an excellent Thought for my Thesis and also for the Knowledge Sharing.
3. Drs. Susanto, MS, as the Member of Examiner Team in Magister Management Program of Muhammadiyah University of Yogyakarta for the sharing of experience.

4. All Lecturers in Magister Management Program of Muhammadiyah University of Yogyakarta for the Knowledge Sharing.
5. Saputro, SE., MBA as Yogyakarta Branch Manager of PT Asuransi Umum Bumiputeramuda 1967 for the sincerely acceptance and support for this Thesis Accomplishment.
6. My Father Amien Maryanto, and My Mother Siti Aminah for the morale and material supports for the writer in accomplishing this Thesis and also for being my amazing and perfect Parent, even though Allah SWT gives many heavy exams to this family.
7. My Brother Mahmud Darmawanto and Hartatik for the wonderful supports and for being my part of life.
8. Whole Family of Gito Suyitno for the life learning that could make the writer facing this world proudly.
9. Slamet Family for the Support and Understanding for the writer deficiencies.
10. Heru Kuncorowati, SE, MM for the support and knowledge sharing.
11. Ambar Priheni, MM; Juni Sutrisno MM; M. Badruszaman MM for the support.
12. All Employee of PT Asuransi Umum Bumiputeramuda 1967 in Yogyakarta Branch Office that have supported this Thesis Finishing.
13. All Staff of Magister Management Program of Muhammadiyah University of C

14. Andhila DH, Nining Martensi, Anastasia P, Crisna ES, Nasrul Hadi, Heni
Arsanti dewi for the supports.

15. All Sides that could not be mentioned one by one.

Finally, the writer hoped all supports, helps, and kindnesses from all sides that

LIST OF CONTENTS

Title Page.....	i
Approval Page.....	ii
Authorization Page.....	iii
Statement Page.....	iv
Motto Page.....	v
Preface Page.....	vi
List of Contents.....	ix
List of Tables.....	xi
List of Appendices.....	xii
Intisari.....	xiii
CHAPTER I INTRODUCTION.....	1
A. Research Background.....	1
B. Problem Formulations.....	4
C. Research Objectives.....	5
D. Expected Benefits.....	6
CHAPTER II LITERATURE REVIEW.....	7
A. Leadership.....	7
1. Transactional Leadership.....	9
a. Contingent Reward.....	9
b. Management by Exception.....	10
2. Transformational Leadership.....	10
a. Charisma.....	11
b. Intellectual Stimulation.....	12
c. Individualized Consideration.....	13
d. Inspirational Motivation.....	14
B. Organizational Commitment.....	16
1. Affective.....	19
2. Continuance.....	20
3. Normative.....	20
C. Research Model.....	21
CHAPTER III RESEARCH METHODS.....	22
A. Research Subjects.....	22
B. Sampling Method.....	23
C. Data Types.....	23
D. Data Collection.....	24
E. Operational Definition of Research Variable and Measure.....	24
F. Instrument Quality Test.....	27
1. Validity Test.....	27

	2. Reliability Test.....	29
	G. Hypotheses and Data Analysis	30
	H. Hypotheses Test Partially (t Test).....	31
	I. Hypotheses Test Simultaneously (F Test).....	32
CHAPTER IV	RESEARCH FINDING AND DISCUSSION	33
	A. Respondent Data.....	33
	B. Variable Descriptive Analyses	35
	C. Instrument Test.....	37
	1. Validity Test.....	37
	2. Reliability	40
	D. Regression Analysis Result	41
	1. Affective	41
	2. Continuance.....	46
	3. Normative.....	50
	E. Discussion	56
CHAPTER V	CONCLUSIONS, LIMITATIONS AND SUGGESTIONS	60
	A. Conclusions.....	60
	B. Limitations.....	60
	C. Suggestions.....	61
BIBLIOGRAPHY	63
APPENDICES		65

LIST OF TABLES

3.1 The Description of Company Employee.....	22
3.2 The Spread of Transformational Leadership Question Items.....	26
4.1 Respondent Demographic Information.....	34
4.2 Research Descriptive Data.....	37
4.3 Validity Test Result of Charisma Variable.....	38
4.4 Validity Test Result of Intellectual Stimulation Variable.....	39
4.5 Validity Test Result of Individualized Consideration Variable.....	39
4.6 Validity Test Result of Inspirational Motivation Variable.....	39
4.7 Validity Test Result of Affective Variable.....	40
4.8 Validity Test Result of Continuance Variable.....	40
4.9 Validity Test Result of Normative Variable.....	40
4.10 Reliability Test Result.....	41
4.11 Regression and t Test Result.....	43
4.12 F Test Result.....	45
4.13 Determination Test Result.....	46
4.14 Regression and t Test Result.....	48
4.15 F Test Result.....	50
4.16 Determination Test Result.....	51
4.17 Regression and t Test Result.....	53
4.18 F Test Result.....	54
4.19 Determination Test Result.....	55
4.20 The Effect of Transformational Leadership Factors on Organizational Commitment Components.....	--

LIST OF APPENDICES

Appendix 1 List of Questions.....	65
Appendix 2 Validity Test Result.....	72
Appendix 3 Reliability Test Result.....	78
Appendix 4 Regression Test Result	85

**PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL
TERHADAP KOMITMEN ORGANISASIONAL PADA
PT. ASURANSI UMUM BUMIPUTERAMUDA 1967
DI KANTOR CABANG YOGYAKARTA**

INTISARI

Pada tesis ini penulis meneliti tentang pengaruh gaya kepemimpinan transformasional yang memiliki dimensi kharisma, stimulasi intelektual, pertimbangan individual, dan motivasi inspirasional yang digunakan sebagai variabel *independent*. Sedangkan sebagai *dependent* variabelnya adalah komponen-komponen komitmen organisasional dari Model komitmen organisasional Allen Meyer yaitu komponen *Affective*, *Continuance*, dan *Normative*.

Sampel yang digunakan sebanyak 30 orang pegawai dari 32 pegawai di kantor cabang Yogyakarta PT. ASURANSI UMUM BUMIPUTERAMUDA 1967 yang telah bekerja paling tidak selama satu tahun. Kemudian, data yang diperoleh dianalisis dengan menggunakan regresi berganda.

Hasil penelitian menunjukkan hanya variabel Kharisma saja yang memiliki pengaruh yang positif dan signifikan pada komponen *Affective*, *Continuance*, dan *Normative*, sedangkan variabel stimulasi intelektual, pertimbangan individual, dan motivasi inspirasional tidak memiliki pengaruh yang signifikan terhadap komponen *Affective*, *Continuance*, dan *Normative*.

Kata Kunci: Transformational Leadership, Organizational Commitment, dan Regresi Berganda