

ABSTRACT

Leadership is a process of interaction between leaders and subordinates where a leader attempts to influence the behaviour of subordinates to achieve the organizational goals. Organizational success in achieving its goals and objectives depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employees performance and also create job satisfaction. By seeing today's more complex organizations problems and dynamic business environment, transformational leaders are often regarded as ideal agents of change who could lead followers in times of uncertainties and high risk-taking. Otherwise, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers' immediate need.

The purpose of this research is to investigate that does leadership styles, that Transformational and transactional leadership style have an impact on employee performance. Also we wish to analyze the effect of job satisfaction as a mediating role.

The study was conducted at SMK Muhammadiyah Pakem and SMK Muhammadiyah 1 Moyudan, Sleman, the sample size is 110 employees (teachers and school employees), using the Structural Equation Modeling/SEM analysis). The results show that transformational leadership styles have no positive significant effect on employees performance while the transactional leadership styles are significant. The effect of Transformational leadership style on job satisfaction is positive significant but the effect of Transactional leadership style on employees' job satisfaction is negative significant; and The effect of job satisfaction on employee performance is positive significant.

Keywords: *Transformational Leadership, Transactional Leadership, Job Satisfaction, Subordinate Performance*

INTISARI

Tujuan dari penelitian ini adalah untuk menyelidiki apakah gaya kepemimpinan (gaya kepemimpinan transformasional dan transaksional) memiliki dampak pada kinerja karyawan. Juga kita ingin menganalisa pengaruh kepuasan kerja sebagai peran mediasi.

Penelitian dilakukan di SMK Muhammadiyah Pakem dan SMK Muhammadiyah 1 Moyudan, Sleman, ukuran sampel 110 karyawan (guru dan karyawan sekolah), menggunakan analisis Structural Equation Modelling (SEM). Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional tidak memiliki pengaruh yang signifikan terhadap kinerja bawahan sedangkan gaya kepemimpinan transactional berpengaruh secara signifikan positif. Pengaruh gaya kepemimpinan transformasional terhadap kepuasan kerja memiliki pengaruh yang signifikan. Namun hasil dari gaya kepemimpinan transaksional terhadap kepuasan kerja karyawan adalah negatif, sementara itu Pengaruh Kepuasan Kerja memiliki pengaruh yang sangat signifikan terhadap kinerja karyawan/bawahan.

Kata kunci: Kepemimpinan Transformasional, Kepemimpinan Transaksional, Kepuasan Kerja, Kinerja Bawahan.