

# **PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN KEPUASAN KERJA TERHADAP KINERJA PEGAWAI**

Sartika Ayu Adiwantari<sup>1</sup>, I Wayan Bagia<sup>2</sup>, Ni Made Suci<sup>3</sup>

<sup>1,2,3</sup>Program Studi Manajemen, Jurusan Manajemen, Fakultas Ekonomi  
Universitas Pendidikan Ganesha  
Singaraja, Indonesia

e-mail: [sartikaayuadiwantari88@gmail.com](mailto:sartikaayuadiwantari88@gmail.com), [wayan.bagia@undiksha.ac.id](mailto:wayan.bagia@undiksha.ac.id),  
[madesucibali@yahoo.com](mailto:madesucibali@yahoo.com)

## **Abstrak**

Penelitian ini bertujuan untuk menguji pengaruh (1) gaya kepemimpinan transformasional dan kepuasan kerja terhadap kinerja pegawai, (2) gaya kepemimpinan transformasional terhadap kepuasan kerja pegawai, (3) gaya kepemimpinan terhadap kinerja pegawai, dan (4) kepuasan kerja terhadap kinerja pegawai Dinas Kesehatan Kabupaten Buleleng. Desain penelitian ini adalah penelitian kuantitatif kausal. Subjek penelitian adalah pegawai Dinas Kesehatan Kabupaten Buleleng dan objeknya adalah gaya kepemimpinan transformasional, kepuasan kerja dan kinerja. Populasi dalam penelitian ini adalah pegawai Dinas Kesehatan Kabupaten Buleleng sejumlah 85 orang. Data dikumpulkan dengan menggunakan kuesioner dan dianalisis dengan analisis jalur (*path analysis*). Hasil penelitian menunjukkan (1) gaya kepemimpinan transformasional dan kepuasan kerja berpengaruh positif terhadap kinerja pegawai, 2) gaya kepemimpinan transformasional berpengaruh positif terhadap kepuasan kerja pegawai, (3) gaya kepemimpinan transformasional berpengaruh positif terhadap kinerja pegawai, dan (4) kepuasan kerja berpengaruh positif terhadap kinerja pegawai Dinas Kesehatan Kabupaten Buleleng.

**Kata Kunci:** gaya kepemimpinan transformasional, kepuasan kerja, kinerja.

## **Abstract**

This study aimed at determining the effect of (1) transformational leadership and job satisfaction toward employee performance, (2) transformational leadership toward job satisfaction, (3) transformational leadership toward employee performance, and (4) job satisfaction toward employee performance at the distric sanitary office of Buleleng. The design of this study was causal quantitative. The subject of this study was employee at the distric sanitary office of Buleleng and the object in this study were transformational leadership, job satisfaction and perfomance. The sample of this study amounted to 85 people. The data were collected by using questionnaire, and analyzed by path analysis. The results showed that: (1) transformational leadership and job satisfaction toward had a positive effect employee performance, (2) transformational leadership toward had

a positive effect employee job satisfaction, (3) transformational leadership toward had a positive effect employee performance, and (4) job satisfaction toward had a positive effect employee performance at the distric sanitary office of Buleleng.

**Keywords:** transformational leadership, job satisfaction, performance.

