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**LAPORAN HASIL
PENELITIAN DISERTASI DOKTORS
TAHUN ANGGARAN 2010**



Judul : **Pengaruh Budaya Organisasi dan Gaya
Kepemimpinan Serta Pengembangan
Karyawan Terhadap Kepuasan Kerja
Dan Kinerja Karyawan Pada Perusahaan
Ritel Di Sulawesi Selatan**

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RINGKASAN

Latar belakang penelitian ini dari studi McClelland (1961) dalam "*Achieving Society*" menemukan bahwa budaya merupakan sumber penting bagi prestasi seseorang untuk berkinerja baik. Sejalan dengan itu Peters dan Waterman (1982) dalam "teori keunggulan" (*excellent theoris*) menyatakan nilai-nilai dan norma-norma memotivasi karyawan bekerja yang terbaik. Kemudian teori budaya organisasi kuat dan adaptif akan mempengaruhi kinerja organisasi (Deal dan Kennedy, 1982, serta Kotter dan Heskett, 1992). Konsep budaya organisasi kuat juga diadopsi oleh studi Robbins (1994) hubungan antara budaya organisasi kuat dan adaptif dengan kinerja organisasi. Konsep hubungan ini diuji dalam studi Chew dan Sharma (2005) bahwa terdapat hubungan budaya organisasi dengan kinerja karyawan. Studi ini diuji kembali oleh Lee dan Yue (2004), Li (2004) serta Eoh (2001) yang melihat pengaruh budaya organisasi kuat dan adaptif terhadap kinerja karyawan.

Tujuan penelitian ini adalah: menjelaskan keterkaitan antara kinerja karyawan dengan budaya organisasi; menjelaskan keterkaitan variabel lainnya seperti gaya kepemimpinan, pengembangan karyawan, dan kepuasan kerja dengan budaya organisasi untuk meningkatkan kinerja karyawan.

Bentuk penelitian ini adalah *eksplanatory research* yang dilakukan di perusahaan ritel modern (*hypermarket*) Sulawesi Selatan. Sampel penelitian ini adalah 350 responden dari populasi seluruh karyawan yang berjumlah 2.312 orang. Sampel penelitian diambil dengan *random sampling* pada masing-masing jenis perusahaan dan jenis pekerjaan di perusahaan ritel secara proporsional. Data hasil penelitian dianalisis dengan statistik melalui model persamaan struktural (*Structural Equation Model*).

Hasil penelitian menunjukkan bahwa budaya organisasi dapat mendorong pemilihan gaya kepemimpinan yang tepat sehingga mampu meningkatkan kepuasan kerja, dan kinerja karyawan. Gaya kepemimpinan yang tepat, di sisi lain juga dapat mengembangkan karyawan, meningkatkan kepuasan kerja, dan kinerja karyawan. Semakin berkembangnya karyawan pada akhirnya akan mendorong kinerja karyawan menjadi lebih baik. Sebaliknya, budaya organisasi kurang mampu mengembangkan karyawan, gaya kepemimpinan yang tepat kurang mampu memicu kepuasan kerja, dan perkembangan karyawan juga kurang dapat memberikan kepuasan kerja bagi karyawan.

Kata-kata kunci: kinerja karyawan, kepuasan kerja, pengembangan karyawan, gaya kepemimpinan, dan budaya organisasi.

SUMMARY

The research background based on McClelland (1961) study titled "Achieving Society" who found that culture is necessary for someone who want to achieve good performance. Peters and Waterman (1982) in their "Excellent Theory" stated that values and norms motivating employee to good work. Also, a strong and adaptive culture will influence performance of organization (Deal and Kennedy, 1962; Kotter and Heskett, 1992). A Strong organization culture concept had adopted by Robbins (1994) in relation between adaptive and strong organization culture and organization performance. This relation concept discovered by Chew and Sharma (2005), who stated that there is a relation between organization culture and employee performance. This study discovered before by Lee and Yue (2004), Li (2004) and Eoh (2001) who examined the influence of adaptive and strong organization culture toward employee performance.

The objective of this research are to explain the connection between employee performance and organization culture, relation between other variables such leadership style, employee development and job satisfaction with organization culture in order to increase employee performance. The research perform with explanatory research which done in modern retail company (hypermart) in South Sulawesi. The research sample about 250 respondents of total 2.312 member of employee population, taken by random sampling from each company type and job type of retail company proportionally. Data was analyzed by Structural Equation Model (SEM).

The result indicated that organization culture can support a right leadership style election in order to increase job satisfaction and employee performance. A right leadership style in one hand can develop employee, increase job satisfaction and increase employee performance in the other hand. A good growing of employee finally can perform a better employee performance. On the contrary, organization culture which can not develop employee and leadership style which can not perform employee improvement also can not build a job satisfaction for the employee.

Key words: employee performance, job satisfaction, employee development, leadership style and organization culture.

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