

**PENGARUH KEPUASAN KERJA DAN KEPEMIMPINAN  
TRANSFORMASIONAL TERHADAP KOMITMEN ORGANISASI  
PEGAWAI BADAN PERTANAHAN NASIONAL  
KABUPATEN BANDUNG**

**SKRIPSI**

Diajukan untuk Memenuhi Salah Satu Syarat  
Memperoleh Gelar Sarjana Pendidikan



Oleh  
**Alma Ashilah Khairuridzkia**  
**1800011**

**PROGRAM STUDI PENDIDIKAN BISNIS  
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS  
UNIVERSITAS PENDIDIKAN INDONESIA  
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Oleh  
Alma Ashilah Khairuridzkia  
1800011

Sebuah Skripsi yang diajukan untuk memenuhi salah satu syarat memperoleh  
gelar Sarjana Pendidikan pada Fakultas Pendidikan Ekonomi dan Bisnis

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Universitas Pendidikan Indonesia  
Agustus 2022

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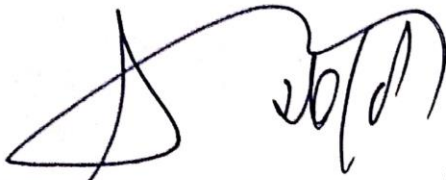
**LEMBAR PENGESAHAN**

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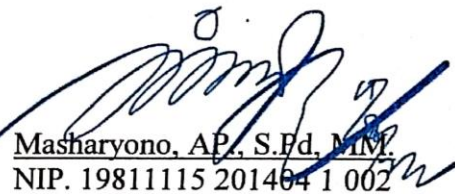
Pembimbing I

Pembimbing II



Prof. Dr. H. Syamsul Hadi Senen M.M.  
NIP. 19550917.198002.1.001

*see you Senen*



Masharyono, AP., S.Pd., M.M.  
NIP. 19811115.201404.1.002

Mengetahui,

Ketua Program Studi  
Pendidikan Bisnis



Dr. Puspo Dewi Dirgantari, S.Pd., M.T., M.M.  
NIP. 19820830.200502.2.003

Tanggung Jawab Yuridis  
Ada Pada Penulis



Alma Ashilah Khairuridzkia  
NIM. 1800011

## PERNYATAAN KEASLIAN ISI SKRIPSI

Dengan ini menyatakan bahwa skripsi dengan judul “Pengaruh Kepuasan Kerja dan Kepemimpinan Transformasional Terhadap Komitmen Organisasi Pegawai Badan Pertanahan Nasional Kabupaten Bandung” beserta seluruh isinya adalah benar-benar karya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika keilmuan yang berlaku dalam masyarakat.

Atas pernyataan ini, saya siap menanggung risiko ataupun sanksi yang dijatuhkan kepada saya apabila kemudian adanya pelanggaran terhadap etika keilmuan dalam skripsi ini, atau ada klaim dari pihak lain terhadap keaslian skripsi ini.

Bandung, Agustus 2022

Yang Membuat Pernyataan



Alma Ashilah Khairuridzkia

NIM. 1800011

## ABSTRAK

Alma Ashilah Khairuridzkia (1800011), “**Pengaruh Kepuasan Kerja dan Kepemimpinan Transformasional Terhadap Komitmen Organisasi Pegawai Badan Pertanahan Nasional Kabupaten Bandung**”. Di bawah bimbingan Prof. Dr. H. Syamsul Hadi Senen M.M dan Masharyono, AP., S.Pd, MM.

Komitmen organisasi pada pegawai organisasi publik di Indonesia masih terbilang rendah, salah satunya dapat dilihat dari pemberian layanan yang masih kurang efektif sehingga menimbulkan banyak keluhan dari masyarakat. Badan Pertanahan Nasional (BPN) Kabupaten Bandung merupakan salah satu perusahaan yang masih memiliki pegawai dengan komitmen organisasi yang rendah. Penelitian ini bertujuan untuk memperoleh (1) gambaran kepuasan kerja, (2) gambaran kepemimpinan transformasional, (3) gambaran komitmen organisasi, (4) pengaruh kepuasan kerja terhadap komitmen organisasi, dan (5) pengaruh kepemimpinan transformasional terhadap komitmen organisasi. Penelitian ini menggunakan metode kuantitatif dengan seluruh populasi dijadikan sampel (sampel jenuh) yang berjumlah 70 orang. Teknik analisis data yang digunakan adalah analisis regresi linear berganda dengan menggunakan *software IBM Statistical Product and Service Solution (SPSS) 24.0 for windows*. Hasil penelitian menunjukkan bahwa 1) kepuasan kerja pegawai berada pada tingkat tinggi, 2) kepemimpinan transformasional berada pada tingkat efektif, 3) komitmen organisasi pegawai berada pada tingkat tinggi, 4) kepuasan kerja berpengaruh sebesar 59,3% terhadap komitmen organisasi, dan 5) kepemimpinan transformasional berpengaruh sebesar 44,1% terhadap komitmen organisasi. Dari hasil pengujian yang telah dilakukan maka dapat diketahui bahwa kepuasan kerja dan kepemimpinan transformasional memiliki pengaruh terhadap komitmen organisasi. Berdasarkan hasil penelitian, maka BPN Kabupaten Bandung disarankan untuk meningkatkan kepuasan kerja melalui *pay*, mengefektifkan kepemimpinan transformasional melalui *idealized influence*, dan meningkatkan komitmen organisasi melalui komitmen berkelanjutan. Dari hasil penelitian ini, diharapkan BPN Kabupaten Bandung mampu memperhatikan kepuasan kerja dan kepemimpinan transformasional dengan lebih baik lagi sehingga komitmen organisasi pegawai dapat terus ditingkatkan.

**Kata Kunci:** Kepuasan Kerja, Kepemimpinan Transformasional, Komitmen Organisasi

## ABSTRACT

Alma Ashilah Khairuridzkia (1800011), *“The Effect of Job Satisfaction and Transformational Leadership on Organizational Commitment of Badan Pertanahan Nasional Kabupaten Bandung Employees”*. Under the guidance of Prof. Dr. H. Syamsul Hadi Senen M.M dan Masharyono, AP., S.Pd, MM.

*Organizational commitment of the public employee organization in Indonesia is still low, it can be seen from ineffectiveness public service leading to complaints from some people. Badan Pertanahan Nasional (BPN) or National Land Agency of Kabupaten Bandung is one of the companies that has a low employee commitment. This study aimed to get (1) A description of job satisfaction, (2) A description of transformational leadership, (3) A description of organizational commitment, (4) Effect of job satisfaction on organizational commitment, and (5) Effect of transformational leadership on organizational commitment. The study employed quantitative method, involving seventy employees being the saturated sample. The data were analyzed by multiple linear regression analyses using software IBM Statistical Product and Service Solution (SPSS) 24.0 for windows. The results revealed that 1) Employees job satisfaction is in high level, 2) Transformational leadership is in effective level, 3) Employee organizational commitment is in high level, 4) Job satisfaction had an effect of 59,3% on organizational commitment, and 5) Transformational leadership had an effect of 44,1% on organizational commitment. From those explanations above, it can be seen that job satisfaction and transformational leadership had an effect on organizational commitment. Based on the conducted study, it is good if the company increases the job satisfaction through pay, increases the effectiveness of transformational leadership through idealized influence, and increases the organizational commitment through continuance commitment. Therefore, it can be concluded and expected that the company should look carefully at employees' job satisfaction and transformational leadership in order to improve the employees' organizational commitment.*

**Keywords:** *Job Satisfaction, Transformational Leadership, Organizational Commitment*

## KATA PENGANTAR

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Tujuan dari penulisan skripsi ini adalah untuk memperoleh temuan mengenai gambaran kepuasan kerja, gambaran kepemimpinan transformasional, gambaran komitmen organisasi, pengaruh kepuasan kerja terhadap komitmen organisasi, dan pengaruh kepemimpinan transformasional terhadap komitmen organisasi.

Skripsi ini disusun dengan sebaik-baiknya, namun penulis menyadari adanya keterbatasan dan kekurangan di dalam penyusunan skripsi ini, oleh karena itu, penulis mengharapkan saran dan kritik yang bersifat membangun dari semua pihak agar dapat dijadikan sebagai landasan perbaikan yang bermanfaat bagi pengembangan ilmu pengetahuan.

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