

ABSTRAK

ANALISIS GAYA KEPEMIMPINAN DAN SEMANGAT KERJA

**Studi kasus
pada departemen pemasaran, departemen administrasi, departemen redaksi
Penerbit-Percetakan Kanisius Yogyakarta**

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Penelitian ini merupakan studi kasus pada penerbit-percetakan kanisius yogyakarta. Tujuan dilakukan penelitian ini adalah untuk mengetahui gaya kepemimpinan yang diterapkan manajer menurut persepsi manajer dan karyawan, untuk mengetahui apakah ada perbedaan persepsi antara persepsi manajer dan persepsi karyawan tentang gaya kepemimpinan yang diterapkan di tiap-tiap departemen, untuk mengetahui semangat kerja di tiap-tiap departemen. Teknik pengumpulan data yang digunakan adalah teknik wawancara, observasi dan kuesioner. Kuesioner yang digunakan berupa angket tentang gaya kepemimpinan dan semangat kerja. Teknik analisis data digunakan interval kelas rumus *Sturges*.

Hasil yang diperoleh menunjukkan bahwa gaya kepemimpinan yang diterapkan di departemen pemasaran, departemen administrasi, departemen redaksi menurut persepsi manajer adalah gaya kepemimpinan demokratis. Hal ini dibuktikan dengan skor total gaya kepemimpinan manajer di departemen pemasaran sebesar 55, di departemen administrasi sebesar 58 dan di departemen redaksi sebesar 52. Gaya kepemimpinan yang diterapkan di departemen pemasaran, departemen administrasi, departemen redaksi menurut persepsi karyawan adalah gaya kepemimpinan demokratis. Hal ini dibuktikan dengan skor rata-rata di departemen pemasaran sebesar 57,85, di departemen administrasi sebesar 56,6 dan di departemen redaksi sebesar 55,37. Dengan demikian tidak ada perbedaan persepsi antara persepsi manajer dan persepsi karyawan. Semangat kerja yang dimiliki karyawan di tiap-tiap departemen termasuk kategori tinggi. Hal ini ditunjukkan dengan skor rata-rata di departemen pemasaran sebesar 54,66, skor rata-rata di departemen administrasi sebesar 56 dan skor rata-rata di departemen redaksi sebesar 55,15. Dengan demikian semangat kerja yang dimiliki karyawan pada tiap-tiap departemen termasuk tinggi.

ABSTRACT

ANALYSIS ON LEADERSHIP STYLE AND EMPLOYEES' MORALE

A Case Study at the Marketing Department, Administration Department and Editorial Department of the Kanisius Publishing and Printing Company Yogyakarta

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This research was a case study at Kanisius Publishing and Printing Company Yogyakarta. This research was aimed to find out the leadership style which is adopted by the top manager according to managers' and workers' perception, to find out if there is a difference between managers' and workers' perception on the leadership style at every department, and to find out the level of morale at every department. The techniques for collecting data were interview, observation and questionnaire. Questionnaire was used to collect data on the leadership style and workers' morale, then the data analysis *Sturges* formulation of class interval was applied.

The finding of this research showed that the leadership style applied by the manager at the Marketing department, Administration department and Editorial department according to managers' perception was democratic. It was showed by the average total score at Marketing department was 55, at Administration department was 58 and at Editorial department was 52. The leadership style of the level of Marketing department, Administration department, Editorial department was perceived by the workers as democratic. It was showed by the average total score of the leadership at Marketing department was 57,85, Administration department was 56,6, and at Editorial department was 55,37. The conclusion was that there was no difference between manager's and workers' perception on the leadership style. Workers' morale at every department was taller into high category. It was showed by the average total score of the morale at Marketing department was 54,66, at Administration department was 56 and at Editorial department was 55,15. The conclusion was that Workers' morale at every department was high.