

**HUBUNGAN ANTARA GAYA KEPEMIMPINAN TRANSFORMASIONAL
DENGAN KOMITMEN AFEKTIF PADA KARYAWAN GENERASI Z**

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ABSTRAK

Penelitian Penelitian ini bertujuan untuk mengetahui hubungan antara kepemimpinan transformasional dan komitmen afektif pada karyawan generasi z. Hipotesis yang diajukan adalah terdapat hubungan positif antara kedua variabel tersebut. Partisipan penelitian terdiri dari 87 karyawan generasi z di berbagai perusahaan di Indonesia. Metode yang digunakan adalah kuantitatif dengan teknik *convenience sampling*. Instrumen penelitian meliputi *Multifactor Leadership Questionnaire Form 5X (MLQ Form 5X)* dan *Affective Commitment Scale (ACS)*. Hasil uji reliabilitas menunjukkan nilai sebesar 0,770 untuk MLQ Form 5X dan 0,548 untuk ACS. Analisis data menggunakan korelasi nonparametrik *Spearman's Rho* karena data tidak berdistribusi normal. Hasil menunjukkan adanya hubungan positif yang signifikan antara kepemimpinan transformasional dan komitmen afektif pada karyawan generasi Z ($r = 0,191$; $p = 0,038$). Artinya, semakin tinggi kepemimpinan transformasional yang diterapkan, semakin tinggi pula komitmen afektif karyawan.

Kata kunci: kepemimpinan transformasional, komitmen afektif, karyawan generasi z

***THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP
AND AFFECTIVE COMMITMENT AMONG GENERATION Z
EMPLOYEES***

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ABSTRACT

This study aims to examine the relationship between transformational leadership and affective commitment among generation z employees. The proposed hypothesis suggests a positive relationship between these two variables. The participants of this research were 87 generation z employees working in various companies across Indonesia. A quantitative research method was employed using a *convenience sampling* technique. The instruments used were the *Multifactor Leadership Questionnaire Form 5X (MLQ Form 5X)* and the *Affective Commitment Scale (ACS)*. Reliability testing showed coefficients of 0.770 for the MLQ Form 5X and 0.548 for the ACS. Data were analyzed using the nonparametric correlation technique *Spearman's Rho*, as the data were not normally distributed. The findings revealed a significant positive relationship between transformational leadership and affective commitment among generation z employees ($r = 0.191$; $p = 0.038$). These results suggest that when leaders demonstrate stronger transformational leadership behaviors, employees tend to develop higher affective commitment toward their organization.

Keywords: transformational leadership, affective commitment, generation z employees