

# HUBUNGAN ANTARA PERSEPSI KEADILAN KOMPENSASI DAN GAYA KEPEMIMPINAN TRANSFORMASIONAL DENGAN KETERLIBATAN KARYAWAN

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## ABSTRAK

Penelitian ini bertujuan untuk melihat hubungan antara persepsi keadilan kompensasi dan gaya kepemimpinan transformasional dengan keterlibatan karyawan PT. Hartono Istana Teknologi (POLYTRON). Penelitian ini dilakukan terhadap 130 karyawan PT. Hartono Istana Teknologi. Teknik dalam pengambilan sample dengan menggunakan teknik *simple random sampling*. Pengambilan data dilakukan dengan 3 skala, yaitu skala keterlibatan karyawan, skala persepsi keadilan kompensasi dan skala gaya kepemimpinan transformasional. Uji Hipotesis dalam penelitian ini menggunakan analisis regresi dua prediktor, uji hipotesis kedua dan ketiga menggunakan analisis korelasi parsial.

Hasil uji hipotesis pertama menunjukkan adanya hubungan antara persepsi keadilan kompensasi dan gaya kepemimpinan transformasional dengan keterlibatan karyawan diperoleh  $R_{y(1,2)} = 0,657$  dan  $F_{hitung} = 36,799$  dengan signifikansi  $p = 0,000$  ( $p < 0,01$ ) yang berarti hipotesis ini diterima. Uji hipotesis kedua yang dilakukan antara variabel persepsi keterlibatan karyawan dan keterlibatan karyawan dengan mengontrol variabel gaya kepemimpinan transformasional diperoleh  $r_{x1y} = 0,436$  dengan  $p = 0,000$  ( $p < 0,01$ ). Hasil tersebut menunjukkan bahwa ada hubungan positif yang sangat signifikan antara persepsi keadilan kompensasi dengan keterlibatan karyawan, sehingga hipotesis kedua diterima. Hasil uji hipotesis ketiga antara variabel gaya kepemimpinan transformasional dan keterlibatan karyawan dengan mengontrol variabel persepsi keadilan kompensasi diperoleh  $r_{x2y} = 0,274$  dengan  $p = 0,006$  ( $p < 0,01$ ). Hasil tersebut menunjukkan bahwa ada hubungan positif yang sangat signifikan antara gaya kepemimpinan transformasional dengan keterlibatan karyawan yang berarti hipotesis ketiga diterima.

Kata kunci : persepsi keadilan kompensasi, gaya kepemimpinan transformasional dan keterlibatan karyawan

# THE RELATIONSHIP BETWEEN PERCEPTION OF JUSTICE COMPENSATION AND TRANSFORMATIONAL LEADERSHIP STYLE WITH EMPLOYEE ENGAGEMENT

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## **ABSTRACT**

The aim of this study is to examine the relationship between perception of justice compensation and transformational leadership style with employee engagement of PT. Hartono Palace of Technology (POLYTRON). This study was conducted on 130 employees of PT. Hartono Palace of Technology. Techniques sampling of this study was used *simple random sampling*. The data were collected by three scales, it is employee engagement scale, perception of justice compensation scale and transformational leadership style scale. The hypothesis of this study used two predictor regression analysis, second and third hypothesis was used partial correlation analysis.

The results of the first hypothesis showed a relationship between perception of justice compensation and transformational leadership style with employee engagement obtained  $R_{y(1,2)} = 0.657$  and  $F_{arithmet} = 36.799$  with significant  $p = 0,000$  ( $p < 0.01$ ) which means this hypothesis is accepted. The second hypothesis showed between the perception variables of justice compensation and employee engagement by controlling the transformational leadership style variables obtained the result  $r_{x_1y} = 0.436$  with  $p = 0,000$  ( $p < 0.01$ ). The results show that there is a very significant positive relationship between the perception of justice compensation and employee engagement, so the second hypothesis is accepted.

The result of the third hypothesis between variable of transformational leadership style and employee engagement by controlling variable of perception of justice compensation obtained  $r_{x_2y} = 0.274$  with  $p = 0.006$  ( $p < 0.01$ ). These results indicate that there is a very significant positive relationship between transformational leadership styles and employee engagement which means the third hypothesis is accepted.

Keywords: perception of justice compensation, transformational leadership style and employee engagement