

ABSTRAK

STRATEGI KEPEMIMPINAN TRANSFORMASIONAL DALAM OPTIMALISASI PENYELENGGARAAN PELATIHAN (Studi Kasus Pada Latihan Dasar CPNS tahun 2023 di Badan Pengembangan Sumber Daya Manusia Provinsi Lampung)

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Penelitian ini dilakukan di Provinsi Lampung. Permasalahan penelitian berangkat dari hasil evaluasi peserta yang menunjukkan bahwa capaian Indeks Profesionalitas ASN (IPASN) pada dimensi kompetensi belum mencapai nilai maksimal 40, dengan rata-rata berada pada rentang 20 hingga 30. Hal ini menunjukkan bahwa masih terdapat beberapa indikator yang belum optimal dalam mendukung kualitas penyelenggaraan pelatihan. Penelitian ini menggunakan teori kepemimpinan transformasional dari Bass dan Avolio (1994) yang meliputi dimensi idealized influence, inspirational motivation, intellectual stimulation, dan individualized consideration, serta teori strategi organisasi dari Kooten (dalam J. Salusu, 2006). Metode yang digunakan adalah kualitatif deskriptif dengan pengumpulan data melalui wawancara mendalam, observasi, dan dokumentasi secara purposive. Hasil penelitian menunjukkan bahwa keempat dimensi kepemimpinan transformasional telah diterapkan dan berkontribusi dalam penyelenggaraan Latsar CPNS. Berdasarkan indikator keberhasilan yang mengacu pada teori Bass dan Avolio (1994), dimensi idealized influence menunjukkan dampak paling optimal melalui keteladanan pimpinan dalam membangun budaya disiplin. Namun, strategi kepemimpinan transformasional dinyatakan belum sepenuhnya berhasil karena dimensi intellectual stimulation dan individualized consideration masih belum konsisten, yang tercermin dari masih adanya aspek layanan dengan penilaian cukup dan kurang dari peserta. Penelitian ini menyimpulkan bahwa penguatan pada kedua dimensi tersebut diperlukan agar optimalisasi penyelenggaraan pelatihan dapat tercapai secara menyeluruh.

Kata Kunci: Kepemimpinan Transformasional, Strategi Kepemimpinan, Latsar CPNS, Pelayanan Pelatihan, BPSDM Provinsi Lampung.

ABSTRACT

TRANSFORMATIONAL LEADERSHIP STRATEGY IN OPTIMIZING THE IMPLEMENTATION OF TRAINING (A Case Study of the 2023 Basic Training for Civil Servant Candidates at the Human Resources Development Agency of Lampung Province)

By

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This study was conducted in Lampung Province. The research problem is based on participant evaluation results, which indicate that the competency dimension of the ASN Professionalism Index (IPASN) has not yet reached the maximum score of 40, with average scores ranging between 20 and 30. This condition shows that several indicators have not been optimal in supporting the quality of training implementation. This study employs the transformational leadership theory proposed by Bass and Avolio (1994), which includes the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, as well as organizational strategy theory from Kooten (in J. Salusu, 2006). The method used is descriptive qualitative, with data collected through in-depth interviews, observation, and documentation using purposive sampling. The results show that all four dimensions of transformational leadership have been implemented and contribute to the implementation of Latsar CPNS. Based on the success indicators referring to Bass and Avolio (1994), the idealized influence dimension demonstrates the most optimal impact through the leader's exemplary role in fostering a culture of discipline. However, transformational leadership strategies are considered not yet fully successful, as the intellectual stimulation and individualized consideration dimensions have not been consistently implemented, as reflected in several service aspects receiving fair and poor evaluations from participants. This study concludes that strengthening these two dimensions is necessary to achieve optimal training implementation comprehensively.

Keywords: *Transformational Leadership, Leadership Strategy, Latsar CPNS, Training Services, Human Resources Development Agency of Lampung Province*