

THE EFFECTIVENESS OF TRANSFORMATIONAL LEADERSHIP TRAINING FOR SUPERVISOR ON SERVICE QUALITY OF SALES ASSISTANT IN PT. MATAHARI GROUP

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ABSTRACT

The purpose of this research is to recognize the effective of transformational leadership training, on salespersons' service quality. The service quality include tangible, responsibility, responsiveness, assurance and empathy. Meanwhile transformational leadership include four aspect, they are idealized influenced, inspirational motivation, intellectual stimulation and individualized consideration. There are thirty two Matahari Group's employees at Matahari Hartono Mall Yogyakarta who were involved in this study. This research uses quasi experimental design that measures pre test post test control group design using the experimental group and control group. The analysis result on post test data is, $t = 2,206$ with $p < 0,05$, which means, there is significance differences between control group and experimental group.

Keywords: Transformational Leadership Training, Service Quality

1. INTRODUCTION

In the current globalization era, many industries and organizations are changing. Including with the transformations occurring in the business world that happen dynamically thus requiring each company to move following the developments by optimizing all forms of its line. This happens because of the development of manufacturing enterprises and the open market opportunities due to its speed on socio-economic conditions as well as their value system changes that occur [1].

This development also occurs in the Special Territory of Yogyakarta, where people are interested in meeting the needs and lifestyles in the various shops that is now being built. Shows that the service is one important factor in influencing consumer attitudes to shop in a store [2].

Good service is one reason for consumers to shop at Matahari Galeria Yogyakarta. In another study conducts by Matahari Department Store [3] notes that the cause of customers to run was 3% due to moving residence, 5% for finding new friendships in the company or other stores, 9% for persuasion from competitors, 14% because of unsatisfactory with the product purchases, 1% because of death, and 68% for indifference in giving service.

In the study is also found that with good service, the store will earn on average 12% more new customers and gain market share by 6% per annum and are usually able to set the high price. This means that the price is not a problem for the customer if a good quality of services is delivered. Conversely, if the service quality is low, the average company only earns an additional 1% of new customers and the loss of market share of 2% per annum.

Every retail company strives to provide outstanding service so that customers receive a pleasant shopping atmosphere. The best services need to be done by all existing employees. The ability to provide good quality of services is also necessary to be done by Flora Group which also engages in the retail business.

These services include the ability in terms of physical appearance (tangibles), the ability to provide reliable service and accurate (reliability), the willingness to help customers and provide the best service (responsiveness), knowledge and kindness of the employees to provide trust and confidence (assurance) as well as the care and attention to its customers individually (empathy) [4].

Service here means the service performed by the sales assistant. Sales assistant is an asset of human resources who has a major role in supporting the success and progress of the company. A company as a pure producer of goods or services requires a sales assistant who is in charge as a liaison between the company and consumers in offering goods, and provides information about the needs of consumers on the company. Thus the

position of sales assistant is not less important to other positions within the company.

The sales assistant include salespeople and helpers in the store as workers who take care of the inventory and help shoppers in a department store or supermarket, pick out items for the service according to the request in writing or by telephone, instruct and assist buyers of goods in supermarket [5].

Some examples of services that are known include the appearance of a sales assistant who are less tidy; do not comply with the uniform rules predetermined by company; cannot explain the function of the goods it sells; the answers between the sales assistant with other sale assistant are different to a same product; if being asked at different time, the answer is different; the sales assistant is not responsive to the presence and needs of consumers; the sales assistant often sits huddled with his friends during working hours; the sales assistant cannot convince consumers about the function of the goods it sells to suit a customer's condition; the sales assistant often do not see the condition of consumers individually; want the goods that he or she sells soon sold out.

It cannot keep continuing because the service quality is essential for the survival of a company. Good service quality will create customer satisfaction that can provide multiple benefits, including the relationship between the company and its customers to be harmonious, provide a good foundation for repeat purchases, encourage the creation of customer loyalty, forming a recommendation by word of mouth that are favorable for the company, the company's reputation is getting better where customers and profits will increase [6].

Good service quality will affect the satisfaction, trust and commitment to the consumer [7]. New paradigm holds that the products or services produced do not need to have high costs, but can produce good quality products and satisfying service so that it can be said that the company has been oriented to customer satisfaction. This means that the products or services produced are in accordance with the needs and expectations of customers. Thus there is no wastage happens that must be paid by the company [8].

The availability of good quality can cause an increase in the market. This then encourages consumers to buy the product again and again so that the market share is increasing. This means with the quality maintained, the company will look increasingly responsible for process and production as well as the service to meet the needs of the market. Customers will put a sense of trust and always make repeat purchases on the company.

In this study the quality of sales assistant service means the ability and willingness of sales assistant to serve customers according to the theory concerning the dimensions of service quality that is their physical appearance, reliability, responsiveness, assurance and empathy. The existence of a sales assistant who has a good quality service means the company has the human resources that can sustain the competitive advantage of companies [4].

Goal of service is not only negate the complaint or

satisfy the customer, but beyond customer satisfaction so that the company's efforts to satisfy them are not as easy as expected. In order to achieve the intended objectives, it needs the commitment of a strong leadership to build a service culture in the organization with a more than just training for customer service.

Expresses the difficulty of searching for a reliable professional marketing is a common problem in the development of human resources in Indonesia. The ability to provide good quality service in different circumstances and consumers is still lacking [9].

One of the factors that will determine the level of service quality is the leadership in an organization [10]. services require thorough coaching of employees, ranging from leadership to the employees who deal directly with customers. Leadership is an old problem and various theories have been developed to explain the processes of leadership. One leadership theory is relatively new and exciting observed is transformational leadership [8].

Transformational leadership will bring a good service quality in the organization [11]. In line with these studies, the dimensions in transformational leadership have a significant influence on the quality of service. Dimensions in transformational leadership will bring subordinates in a working atmosphere that lead to the renewal and development of the employee towards the better in order to achieve organizational goals. Self-development is one of them to provide higher quality services [12].

Transformational leadership gives effective contributes to the quality of health services by 8.8% [13]. Other findings about the effective contribution of transformational leadership on service quality are also obtained [14]. Her research shows that the transformational leadership by the supervisor provide effective contribution by 39, 845% of the service quality by the sales assistant.

Transformational leadership style is currently quite often become the subject of research because [15] quite convincingly able to outline the elements of leadership to become operational definition that can be measured and formed [16].

Based on the realities mentioned above, the authors are interested in doing research on transformational leadership training for supervisors to improve service quality of sales assistant. This study will be conducted in Matahari Hartono Mall which is part of PT. Matahari Group because the management feels the need to pay attention to the quality of services through the role of leader or supervisor. The supervisor as the first line manager is thought to be responsible for motivating the sales assistant to provide the best service to the customers so as to achieve the sales target that has been determined.

Based on the theoretical framework and supported by the results of previous studies, the research hypothesis can be put forward as follows: Quality service of sales assistant whose supervisors are trained in transformational leadership is higher than the quality service of shop assistant whose supervisors are not trained in transformational leadership.

2. RESEARCH METHODOLOGY

The training methodology is developed based on the procedure of learning from experience (experiential learning), learning as a group (team learning), and enhancing the effectiveness of the action (action learning). The main material of learning is the behavioral pattern of cooperation, both displayed by themselves, as well as by fellow trainees. Experiential learning is a learning process, a process of change that is using the experience as a learning or instructional media. Experiential learning is learning through reflection and also through a process of making meaning from direct experience. Experiential learning focuses on the learning process for each individual [17]. Experiential learning is an approach that focuses on trainees that begin with the premise that people learn best from experience. Learning experience will be truly effective, must use all learning wheel, from goal setting, observation and experimentation, recheck, and action planning. When this process has been passed, it allows trainees to learn new skills, new attitudes or even a new way of thinking.

Experiential learning has five stages: experiencing, publishing, processing, generalizing and applying.

Experiencing (activity "doing") is the stage of individual and group activities, such as making a product, create an art, make transactions, problem solving, writing, choose something, and others. Individual or group collects data and then generalizing the data.

Publishing (sharing reactions and observation) is a person who has conducted activities, at this stage will share their experiences, what they see and feel during the activity to the others. At this stage, a search is done on what is happening inside that person with the help of other members.

Processing (discussion of patterns and dynamics). This is a critical stage in the experiential learning, which carries out systematic examination of commonly shared experienced by the person concerned. People will make change after they receive inputs at the previous stage.

Generalizing (interning principles about the "real world"). At this stage the search of general trends and truth is completed to the experience that they have done. Participants look at their experience, and determine how it can be used. People are led to focus its attention on the realization that the state in private life or in their work similar to their natural activities. That what they are experiencing can be applied to their lives.

Applying (planning more effective behavior). At this late stage is also the target of doing structured experience. Task of the trainer in this case is to help participants to apply what has been generalized in the previous stage to the real situation. Modifications are done to old behavior or try a new behavior and practice it in daily life.

Transformational Leadership Training begins with ice-breaking session, and then enters the idealized influence session. In this session, participants are given

the materials to (1) Articulating the vision and explain how to achieve that vision. (2) Leading by example to act confident and optimistic to share the risk. (3) Emphasizing the values and strengthen the employees with a symbolic act of ethical and moral behavior. Leaders who apply the ideal influence on their followers gain the trust and confidence from the followers. The followers admire leaders as role models and respect the decisions taken.

In the inspirational leadership session, the participants are given training aimed (1) articulate a clear and compelling view of the future development of a shared vision, both economically and ideologically so that employees are able to see the meaning in their work. (2) ensure that the role of each employee in the fulfillment of the vision. (3) sets high standards for employees in achieving goals. (4) encourage employees to integrate and become part of the organization and the environment.

For intellectual stimulation session, participants are trained to be able to (1) encourage change through intellectual stimulation that aims to change themselves that reflect the values and beliefs. (2) increase awareness and develop employees' ability to solve problems. (3) create a conducive environment to the creation and sharing of knowledge (4) encourage innovation and creativity. (5) heightens sensitivity to environmental changes.

In individual consideration sessions, intended that the participants are able to (1) listen to each other's needs and concerns of followers. (2) express gratitude or praise as a means of motivation to make a public recognition of the achievements and initiatives. (3) create a personal note of congratulations to increase confidence (4) ensure equitable distribution of workload, appreciate the individual efforts, career counseling and mentoring.

Those aspects were formulated in greater detail in Transformational Leadership Training modules. Based on the results of transformational leadership training for supervisors, are expected to improve service quality of sales assistant.

This study uses a quasi-experimental design that is the measurement pretest posttest control group design using the experimental group and the control group [18].

The design of this study can be described as follows:

KE	O1	X	O2
KK	O2		O2

Description of symbols:

KE = Experimental Group

KK = Control Group

X = treatment

O = behavior measurement

Research on the influence of transformational leadership training for the service quality is an

experimental study. Characteristic of experimental research is the manipulation of the independent variable in the experimental group [18]. Manipulation of independent variables in this study is transformational leadership training for supervisors for the sales assistant whose quality of service is moderate to low.

Through transformational leadership training contain sessions that refer to the theory [19], which contains methods of games, watch movies and discussions tailored to the training objectives.

After training, the supervisor will carry out the things they had done during training. To control the supervisor's leadership behavior after the training, the researchers collaborate with the manager of Matahari Group for a week.

As the implementation of individualized influences training sessions, the supervisor will be a role model for their sales assistant. For example in the discipline of being punctual, always be in the sales area when the store is open, neatly dressed according to the company rules and give examples in providing good quality service to customer satisfaction.

For the application of inspirational motivation session, the supervisor will act as a motivator and inspiration for the sales assistant by encouraging and inspiring to provide good service quality for consumers. For example, when there is a buyer who requests to be taught creative way of wearing the hijab, then the sales assistant is motivated by his or her supervisor to be able to do it.

In terms of the application of intellectual stimulation session, the supervisors stimulate the subordinates to be innovative and creative. For example, when there is a buyer who will carry out the transaction with a credit card, then the supervisor stimulates the sales assistant in order to always able to use the credit card machine services provided. Sales assistant is stimulated so they would learn to master the technology exists to provide good service quality to the satisfaction of the buyer.

Group	Mean	SD	t	P	Description
Experiments	159.25	7.28	2.206	0.035	significant
Control	153.68	6.98			

For the application of individual consideration sessions, the supervisor gives special attention to the sales assistant to excel and thrive, by acting as a facilitator or mentor. For example, if there is a buyer willing to transact with credit card, but the sales assistant in cashier cannot operate the machine, supervisor do not directly reprimand in front of customers, but are willing to teach the sales assistant to resolve the issue.

Subjects in this study are all sales assistant in all business units of Matahari Group with the characteristics minimum one year of service, age between 20-40 years old and minimum high school education level. The subjects use in this study is a subject that has a score of moderate to low in the scale of service quality. The group will be divided into two: a control group and an

experimental group.

Service quality scale used consists of a 47-point declaration to determine the quality of service that has been done by the sales assistant. Preparation of service quality scale based on SERVQUAL dimensions [4].

The study begins by involving the entire sales assistant to fill the scale of service quality. Based on the score of that scale, the result of low to moderate is decided. Sales assistants who have low to moderate scores are divided into an experimental group and the control group. The data obtained is pre-test data.

Two weeks after the training, a posttest is done to determine the effectiveness of transformational leadership training for supervisors on the service quality of the sales assistant. Posttest is done using a scale of service quality.

Data analysis method used is t-test. This method is a parametric test procedures average of two data groups. The data refers in this research is data from the control group and the experimental group.

3. RESULT AND DISCUSSION

The data used to test the hypothesis were obtained from the pretest and posttest of service quality. It was based on the data collection service quality empirically in the control group and the experimental group. The pretest data collected showed the lowest score of service quality to the Experimental Group = 137 and the highest score = 153 with an average score (mean) = 148.44 and standard deviation = 4.531. While in the control group the lowest score of service quality = 124 and the highest score = 153 with an average score (mean) = 142.94 and standard deviation = 9.212

The posttest data collected after being treated showed the lowest score of service quality to the Experimental Group = 149 and the highest score = 172 with the average score (mean) = 159.25, and standard deviation = 7.280. While in the Control Group the lowest score of service quality = 140 and the highest score = 164 with an average score (mean) = 153.69 and standard deviation = 6.983. The results of the data analysis by sample t-test, the score on a scale of service quality between the groups can be seen in table 1.

The analysis of the posttest data obtained $t = 2.206$ with $p < 0.05$ which means there are significant differences between the experimental group and control group after training.

Judging from the mean or average score of posttest, the experimental group is higher than the control group. Thus it can be said that the service quality of sales assistant in experimental group after their transformational leadership training of their supervisors, is higher than in the control group.

The results of measuring the t test analysis of the experimental group showed mean = 148.43 pretest and posttest mean = 159.25 with $t = 6.173$, $p = 0.000$ showed a

significant difference between the service quality of sales assistant before and after the supervisors were given transformational leadership training. This means that the service quality of sales assistants after their supervisors are trained is better than before the supervisors are given training.

Based on the results of research data analysis known that there were differences in service quality between the control group and the experimental group. It showed that the hypotheses proposed in the research was accepted, meaning that the service quality of shop assistant whose supervisor were trained in transformational leadership (experimental group) was higher than the service quality of shop assistant whose supervisors were not trained in transformational leadership (control group). It could be seen from the results of testing the hypothesis by using independent sample t-test, showed t values of $t = 2.206$ with $(p < 0.05)$, which showed a significant difference between the control group and the experimental group.

The results of this study proved that transformational leadership training proved to be effective in improving the service quality of sales assistant. These findings were in line that training can bring change in behavior as a result of the understanding and experience gained during the training. Transformational leadership training conducted also managed to improve the knowledge and individual skills, and proven to be applicable in the context of everyday problems for supervisors in improving the service quality of sales assistant [20].

Transformational leadership training is as one of the methods or techniques to improve the service quality of a company sales assistant. The basis of this training is the theory [19], which formulates four traits possessed by a leader that has a transformational quality. The four characteristics are idealized influence, inspirational leadership, intellectual stimulation and individualized consideration. In more detail, those four aspects were compiled in a transformational leadership training module. Based on the results of transformational leadership training for supervisors, are expected to improve the service quality of sales assistant.

The first aspect of transformational leadership is idealized influence. Leaders must be able to explain the purpose and act in accordance with his beliefs. In this case a leader acts as a role model for his subordinates.

The second aspect is the inspirational leadership. Leaders in this case should act as a pioneer; a leader must assist subordinates in order to find the opportunity, innovation, development and improvement.

The third aspect is the intellectual stimulation. Leaders continually provide stimulation so that subordinates can work well, especially in improving the quality of service.

The fourth aspect is individualized consideration, where the leaders are able to appreciate subordinates, recognizing the contributions and can celebrate the success. The supervisors appreciate subordinates at work.

At the session of idealized influence, participants

were given the materials to (1) articulating the vision and explain how to achieve that vision. (2) leading by example to act confidently and optimistic to share the risk. (3) emphasizing the values and strengthen employee with a symbolic act of ethical and moral behavior (4) Leaders who implement ideal influence on their followers gain the trust and confidence from the followers. The followers admired leaders as role models and respect the decisions taken.

After this training, the supervisor is able to be a role model and can affect the sales assistant to be optimistic to reach sales target by providing the best service quality. For example disciplined, neatly dressed, uniformed, maintain the cleanliness of the store, responsive to consumer complaints, polite, friendly, patient towards each consumer. With the supervisor figure as a role model and giving ideal effect in providing good service quality, the sales assistant will be confident, optimistic and motivated to provide good service quality to the consumer anyway

Supervisor who is disciplined, punctual to the work time, attractive, clean, friendly and enthusiastic in serving the consumer is an example for the sales assistant to work and serve consumers.

At the inspirational motivation session, the participants were given training aimed (1) articulate a clear and compelling view of the future development of a shared vision, both economically and ideologically so that employees are able to see the meaning in their work. (2) ensure that the role of each employee in the fulfillment of the vision. (3) sets high standards for employees in achieving goals. (4) encourage employees to integrate and become part of the organization and the environment.

After receiving training from this session, supervisor can inspire the sales assistant about the meaning of their work. Not merely as a sales assistant or waiter, but also feel that he or she is an important part of the company. It can inspire the sales assistant to make good service quality.

Sales assistant will be inspired to understand the different needs of different consumers. For example, consumers want to be helped to find a mate clothes that match the color of the skirt, then the sales assistant will be happy to help these consumers. There is also a consumer who wants to look slim with clothes they will buy, and then the sales assistant can be inspired to become an advisor for the consumer. It can be perceived by sales assistant as an improvement role not only as a shop assistant.

For intellectual stimulation session, participants are trained to be able to (1) encourage change through intellectual stimulation that aims to change themselves that reflect the values and beliefs. (2) increase awareness and develop employees' ability to solve problems. (3) create a conducive environment to the creation and sharing of knowledge (4) encourage innovation and creativity. (5) heightens sensitivity to environmental changes.

In this case, after the training supervisor is able to motivate the sales assistant in solving problems. For

example motivates the sales assistant to be able to serve consumers who want a payment using a credit card. Sales assistant must be willing to learn the payment process if facilities of the payment engine is already available for payment by credit card. This is part of raising awareness for the sales assistant in order to improve the ability of the sales assistant to solve problems and is more sensitive to changes in today's business environment.

Other examples, a consumer requests to be taught creative style of wearing hijab. Sales assistant will always be willing to develop their intellectual abilities and become more confident if the supervisor stimulates the emergence of such behavior. This means that supervisors have the will to encourage the sales assistant to be more innovative and creative in serving consumers.

In individual consideration sessions, intended that the participants are able to (1) listen to each other's needs and concerns of followers. (2) express gratitude or praise as a means of motivation to make a public recognition of the achievements and initiatives. (3) create a personal note of congratulations to increase confidence (4) ensure equitable distribution of workload, appreciate the individual efforts, career counseling and mentoring.

After receiving training from the session, the supervisor has the ability to understand and appreciate the sales assistant individually. For example sales assistant can sell or resolve consumer complaints and problems, the supervisor will give praise to the sales assistant. Supervisors can create that success notes and share it in the forum along with the other sales assistants, as learning materials and the recognition of the achievements of the sales assistant.

Similarly, if the sales assistants have trouble, then the supervisor is always ready to help them. Sales assistant will be more eager to provide quality services to consumers.

Service Quality Criteria in this study is based on the theory [4], which states that the five dimensions of service quality:

- a. physical appearance, the ability to provide services by their physical facilities, equipment and personnel
- b. reliability, the ability to provide services that are reliable and accurate.
- c. responsive, the desire to help, and provide consumers with the best possible service.
- d. faith, knowledge and kindness of employees to provide trust and confidence.
- e. empathy, employees' care and attention to its customers.

One of the factors that affect quality of care sales assistant is the leadership style that is used by the supervisor [21]. A supervisor who gives direction to the sales assistant to develop a variety of approaches in service will motivate the sales assistant to modify the services provided to consumers in accordance with the existing situation.

The result of this research is accurately able to prove that transformational leadership training supervisor can improve the service quality of sales assistant. This is consistent with the experiential learning theory which

states that the method of training is an effective method to add or increase the expertise and skills of trainees in a specific domain. Judging from the comparison of the mean at pretest, there are considerable differences between the mean. The benefits of this transformational leadership training are clearly observed when the posttest phase in which the experimental group are able to bring up the gap or gaps of service quality with the control group.

4. CONCLUSION AND RECOMENDATION

Based on the results and discussion of research, it is known that there are significant differences service qualities of sales assistant whose supervisor is trained in transformational leadership and are not given training. Sales assistant whose supervisor is trained in transformational leadership has increased the quality of service.

Transformational leadership training is proven to improve the quality of sales assistant's service. Further, it is recommended to the leader or manager of the company to use transformational leadership training as a method of improving the service quality of its sales assistant, which in turn can support the creation of customer satisfaction. Transformational leadership training needs to be designed and studied in depth by the company, according to the characteristics of the work and also the vision and mission of the organization, so the results are as expected.

For further research, first, it is suggested that the need for measurement tool of service quality based on achievement or judgment of others, both from the leaders and from customers. Data retrieval is based on customer votes could represent a more accurate result, considering the service itself focus on the needs and interests of customers. Consider also the assessment mechanism which refers to service quality standards established by the company in accordance with the position and specifications of each individual job. Second, the importance of assessing or controlling other factors, both internal and external considered affecting change in the quality of service pretest towards posttest value, including the individual factual conditions and situation of the working environment within the company.

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