

## ABSTRACT

**DESI IRWANZA**

**The Effect of Leadership Styles to Subordinates Performance at CM Hotel (Dr. Yanki Hartijasti, MBA & P. Tommy Y.S. Suyasa, M.Si., Psi.); Psychology Study Programme, Postgraduate Programme, Tarumanagara University. (page 1 - 90, R1 – R5).**

This research was conducted in order to find out whether the perception of leadership styles affect subordinates performance, and which leadership styles gives the biggest effect to subordinates performance. The independent variables in this research are transformational and transactional leadership. Transformational leadership consists of five aspects, such as attribute charisma, intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. Transactional leadership consists of three aspects, such as contingent reward, active management-by-exception, and passive management-by-exception. Meanwhile, the dependent variable in this research is subordinates performance, which consist of five dimensions such as interpersonal competence, administrative competence, quality, effort, and compliance/acceptance of authority. Data for this research was collected from 88 employees that have worked for minimum of one year in CM Hotel, and graduated from senior high school. Data was obtained through questionnaire and was analyzed with Multiple Regression calculation of SPSS 15.0 version. The result of this research shows that the perception of leadership styles (transformational & transactional) affect subordinates performance. The effect is 12.9%. Specifically, the result also indicates only transformational leadership which has positive and significant effect to subordinates performance. Moreover, the result shows that leadership dimensions which affect subordinates performance are *inspirational motivation*, *intellectual stimulation*, and *contingent reward*.

Key Word: Leadership styles, transformational leadership, transactional leadership, subordinates performance.