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BAB I

PENDAHULUAN

1.1 Latar Belakang

Critical Success Factors (CSFs) memiliki korelasi penting terhadap kesuksesan proyek dalam suatu organisasi, mengingat gaya kepemimpinan merupakan salah satu indikator kesuksesan proyek dalam suatu organisasi dengan secara spesifik pengaruh positif dari kepemimpinan transformasional (Anantatmula, 2010; Lindgren and Packendorff, 2009; Riaz et al., 2013; Yang et al., 2010). Hal penting yang sering dilupakan orang adalah suksesnya suatu kegiatan operasional tidak akan tercapai sepenuhnya jika hanya dengan berdasarkan cara kepemimpinannya saja melainkan dengan melihat faktor-faktor lainnya yang mendukung kesuksesan proyek dalam suatu organisasi.

Meskipun Kepemimpinan Transformasional memiliki pengaruh positif

terhadap kesuksesan proyek dalam suatu organisasi, hanya ada sedikit orang yang mampu menjelaskan mekanisme hubungan antara Kepemimpinan Transformasional dan Kesuksesan proyek suatu organisasi (Kozlowski and Ilgen, 2006; Piccolo and Colquitt, 2006; Yang et al., 2010)

Skripsi

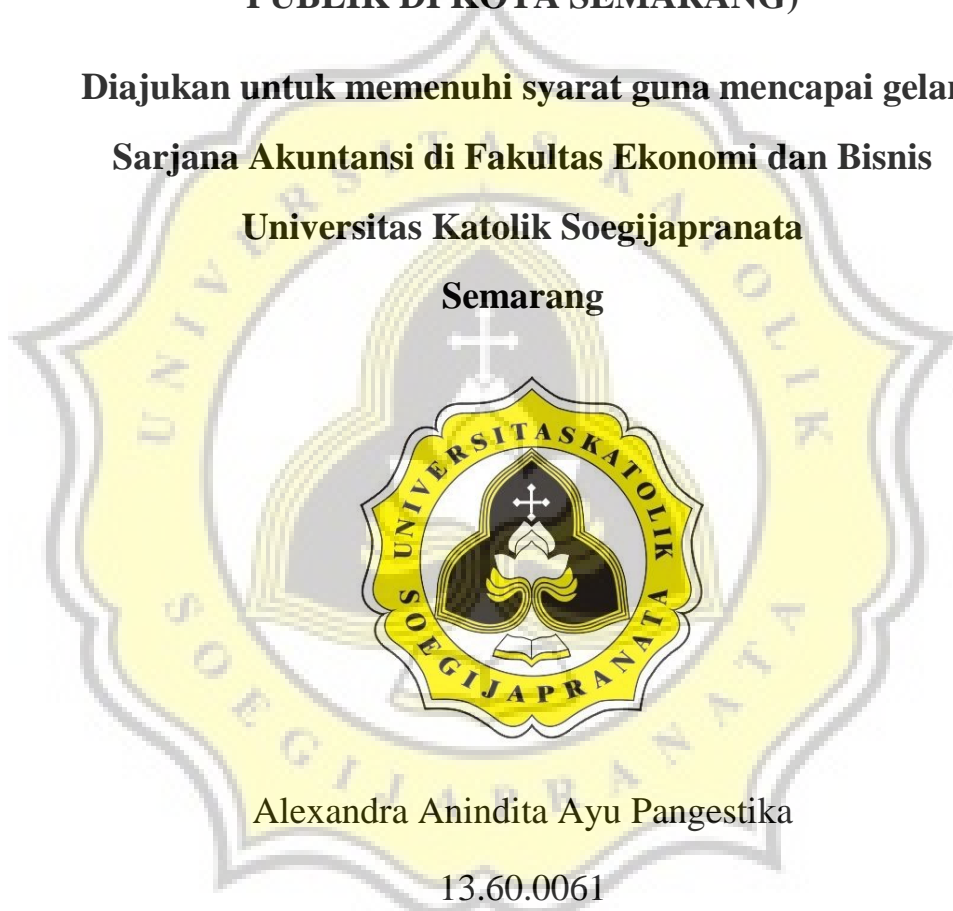
**PENGARUH GAYA KEPEMIMPINAN
TRANSFORMASIONAL TERHADAP KESUKSESAN
PROYEK DENGAN PERAN TEAM-BUILDING SEBAGAI
MEDIATOR (STUDI EMPIRIS PADA KANTOR AKUNTAN
PUBLIK DI KOTA SEMARANG)**

Diajukan untuk memenuhi syarat guna mencapai gelar

Sarjana Akuntansi di Fakultas Ekonomi dan Bisnis

Universitas Katolik Soegijapranata

Semarang



Alexandra Anindita Ayu Pangestika

13.60.0061

Fakultas Ekonomi dan Bisnis

Universitas Katolik Soegijapranata

Semarang

2017

Skripsi dengan judul :

Pengaruh Gaya kepemimpinan Transformasional terhadap Kesuksesan Proyek dengan peran Team-Building sebagai Mediator (Studi Empiris pada Kantor Akuntan Publik di kota Semarang)

Oleh:

Alexandra Anindita Ayu Pangestika

13.60.0061

Disetujui dan diterima baik oleh pembimbing:

Semarang, 4 September 2017

Pembimbing



St. Vena Purnamasari, SE., M.Si.,Akt.

Telah diterima dan disahkan oleh panitia penguji pada:

Rabu, 20 September 2017, skripsi dengan judul:

Pengaruh Gaya kepemimpinan Transformasional terhadap Kesuksesan Proyek dengan peran Team-Building sebagai Mediator (Studi Empiris pada Kantor Akuntan Publik di kota Semarang)

Oleh:

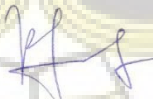
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Tim Penguji



Stephana Dyah Ayu R..SE..M.Si



Ranto P. Sihombing, SE.,M.Si



St. Vena Purnamasari..SE..M.Si..Akt

Mengetahui,

Dekan Fakultas Ekonomi dan Bisnis

Enika Soegijapranata



Drs. Sentot Suciarto A..MP, Ph.D.

PERNYATAAN KEASLIAN SKRIPSI

Saya yang bertanda tangan dibawah ini dengan sesungguhnya menyatakan bahwa skripsi dengan judul :

**Pengaruh Gaya kepemimpinan Transformasional terhadap Kesuksesan
Proyek dengan peran Team-Building sebagai Mediator (Studi Empiris pada
Kantor Akuntan Publik di kota Semarang)**

Benar-benar merupakan karya saya. Saya tidak melakukan pengambilan sebagian atau seluruh karya orang lain yang seolah-olah saya akui sebagai karya saya. Apabila saya melakukan hal tersebut, maka gelar dan ijazah yang saya peroleh dinyatakan batal dan akan saya kembalikan kepada Universitas Katolik Soegijapranata Semarang.

Semarang, 20 September 2017

Yang menyatakan,



Alexandra Anindita Ayu Pangestika

MOTO DAN PERSEMBAHAN

MOTO

“Janganlah kuatir akan hari esok. Karena hari esok punya kesusahannya sendiri.

Kesusahan sehari cukuplah untuk sehari” (**Matius 6:34**)

“Tak perlu menjelaskan tentang dirimu pada siapapun. Karena yang menyukaimu tak membutuhkannya. Dan yang membencimu tak akan mempercayainya” (**Ali**

bin Abi Thalib)

PERSEMBAHAN

Skripsi ini penulis persembahkan untuk:

Tuhan Yesus Kristus

Mama Papa

Keluarga

Dosen Pembimbing

Sahabat

KATA PENGANTAR

Puji dan Syukur yang sebesar-besarnya penulis panjatkan ke hadirat Tuhan Yang Maha Esa atas Rahmat dan Berkat yang dicurahkan kepada penulis sehingga dapat menyelesaikan penyusunan skripsi ini. Dan berkat karunia serta Roh Kudus yang selalu berlimpah sehingga penyusunan skripsi yang berjudul **Pengaruh Gaya kepemimpinan Transformasional terhadap Kesuksesan Proyek dengan peran Team-Building sebagai Mediator (Studi Empiris pada Kantor Akuntan Publik di kota Semarang)** dapat diselesaikan.

Penulisan skripsi ini disusun untuk memenuhi syarat guna memperoleh gelar Sarjana Akuntansi di Fakultas Ekonomi dan Bisnis Universitas Katolik Soegijapranata Semarang. Topik yang dipilih penulis dalam skripsi ini adalah analisis gaya kepemimpinan transformasional dan *team-building* pada Kantor Akuntan Publik di kota Semarang. Semoga dengan analisis ini mampu memberikan gambaran yang lebih baik.

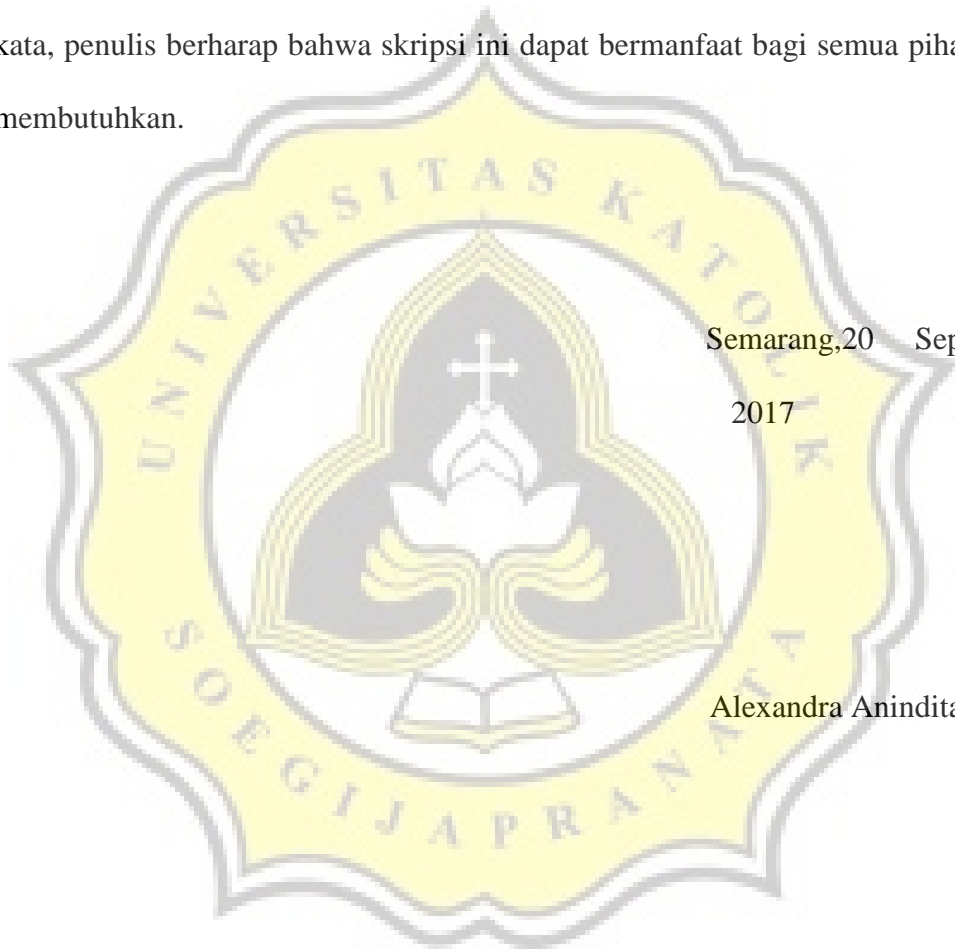
Penulis menyadari bahwa dalam penulisan skripsi ini masih mengalami banyak kendala, namun berkat Rahmat serta curahan Karuni dari Tuhan kendala – kendala yang dihadapi dapat teratasi dengan baik. Penulis mengucapkan terima kasih yang sebesar-besarnya dan penghargaan kepada Ibu St. Vena Purnamasari, SE.,M.Si.,Akt selaku dosen pembimbing, dan kepada Ibu Stephana Dyah Ayu R.,SE.,M.Si., Bapak Ranto P. Sihombing, SE.,M.Si., selaku dosen penguji yang telah meluangkan waktu dan tenaga, serta dengan sabar mengarahkan, memberikan motivasi dan saran kepada saya dalam penulisan skripsi ini sehingga dapat terselesaikan dengan baik.

Selanjutnya ucapan terima kasih penulis berikan kepada :

1. Kedua orang tua penulis yaitu Papa Mateus Murwanto (Alm) dan Mama Rita Maria Hardi Astuti yang tidak pernah lelah memberikan doa, kasih sayang, motivasi, nasehat dan dukungan berupa materi demi keberhasilan penulis.
2. Adik Mita yang selalu memberikan semangat kepada penulis dalam segala hal.
3. Ibu St. Vena Purnamasari, SE.,M.Si sebagai dosen pembimbing yang dengan sabar memberi arahan kepada penulis selama penyusunan skripsi ini.
4. Bapak dan Ibu dosen Fakultas Ekonomi dan Bisnis Universitas Katolik Soegijapranat Semarang yang telah memberikan bekal dan teladan ilmu pengetahuan selama kuliah.
5. Teman-teman MAHEPALA, terkhusus angkatan 23 (Dika, Biyan, Dimas, Surya, Andre, Evan, Tiara, Natalia, Ami, Nia) dan teman-teman seperjuangan skripsi yang tidak dapat disebutkan satu persatu yang selalu memberikan semangat sehingga penulis dapat menyelesaikan skripsi dengan baik.
6. Teman-teman organisasi Badan Eksekutif Mahasiswa FEB periode 2014-2015 yang telah memberikan banyak pelajaran dalam berorganisasi serta dukungannya yang tak pernah berhenti bagi penulis untuk menyelesaikan studi.

7. Semua pihak yang sangat berjasa dalam penulisan skripsi ini yang tidak dapat penulis sebutkan satu per satu.

Penulis menyadari bahwa dalam penyusunan skripsi ini masih jauh dari sempurna. Oleh karena itu, segala saran, kritik yang bersifat membangun dari berbagai pihak sangatlah penulis harapkan demi kesempurnaan skripsi ini. Akhir kata, penulis berharap bahwa skripsi ini dapat bermanfaat bagi semua pihak yang membutuhkan.



Semarang, 20 September
2017

Alexandra Anindita Ayu P

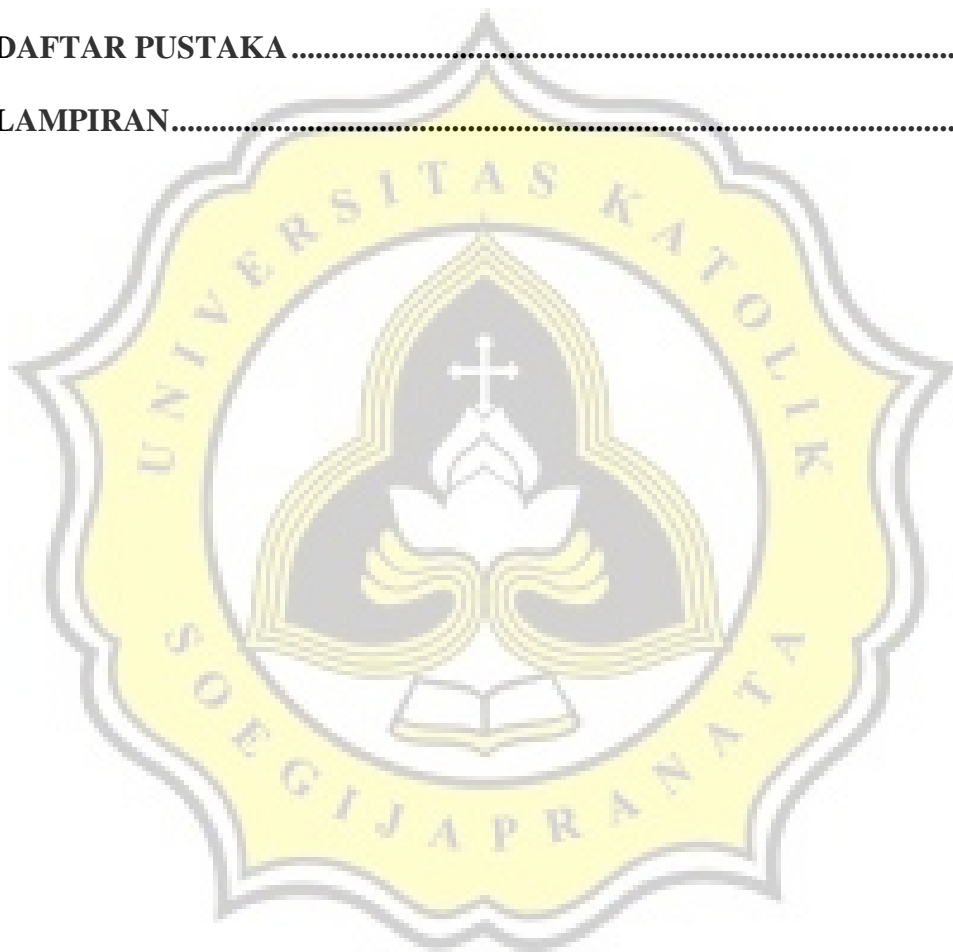
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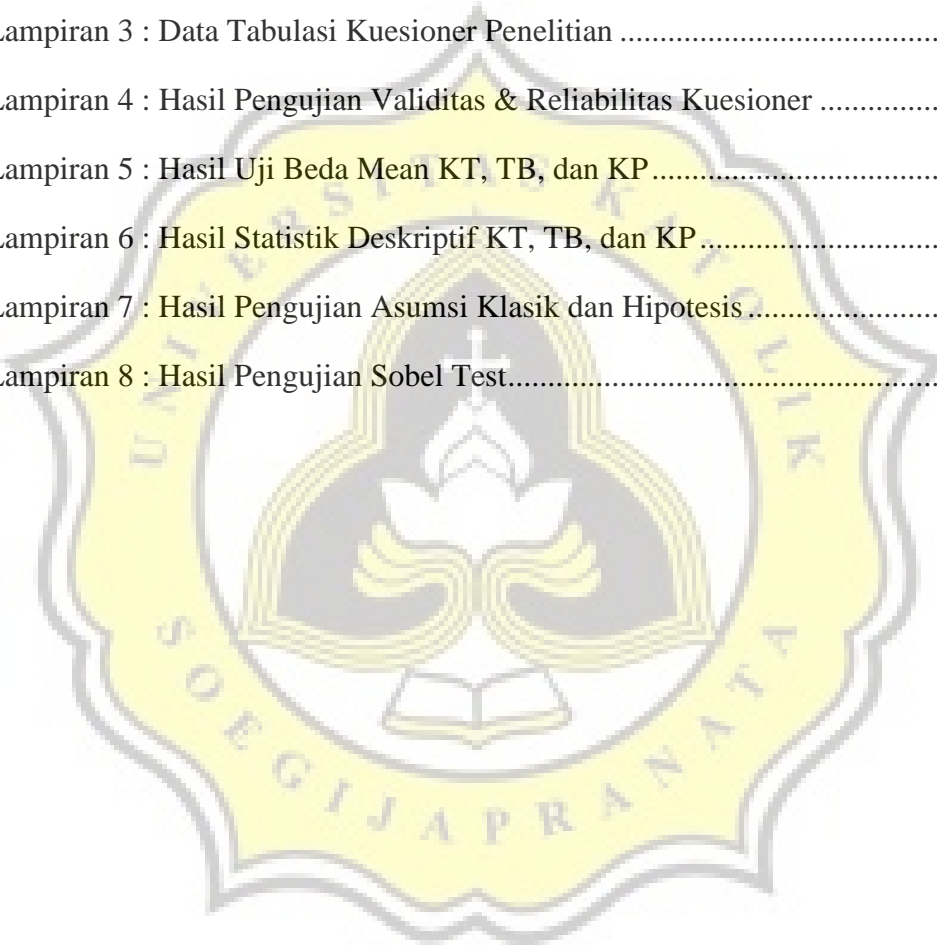
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Abstrak

Motivasi untuk memahami tentang mekanisme dimana perilaku kepemimpinan transformasional pada sebuah organisasi berpengaruh terhadap kesuksesan proyek. Perlu adanya penelitian lebih lanjut untuk memahami hubungan antara gaya kepemimpinan transformasional dan kesuksesan dengan menggunakan mediator yang mewakili proses timnya. Peneliti tertarik untuk meneliti lebih lanjut mengenai gaya kepemimpinan transformasional terhadap keberhasilan proyek pada Kantor Akuntan Publik di Semarang dengan peran *Team-Building* sebagai mediator. Struktur organisasi yang ada pada KAP yang terdiri dari rekan, manajer, senior auditor, dan junior auditor. Berdasarkan struktur organisasi pada kantor akuntan publik tersebut pasti akan menimbulkan hubungan antara manajer dan auditor dalam mencapai tujuan organisasi pada KAP tersebut.

Hasilnya kepemimpinan transformasional membantu menciptakan mekanisme berkelanjutan formal yang mempromosikan komunikasi dua arah dan pertukaran informasi dalam sebuah tim. Kepemimpinan transformasional meningkatkan praktek pembentukan tim, yang pada akhirnya akan mempengaruhi kesuksesan proyek secara positif. Maka dari itu, peran *team-building* dapat menjadi mediasi dalam hubungan antara kepemimpinan transformasional dan kesuksesan proyek. Jadi, ketika pemimpin semakin transformasional maka cara pengembangan didalam kelompok (*team-building*) akan semakin tinggi sehingga menciptakan kesuksesan yang tinggi pula.

Kata kunci : kepemimpinan transformasional, kesuksesan proyek, dan *team-building*

Abstract

The motivation to understand about the mechanism by which the transformational leadership behavior of an organization affects the project's success. There is a need for further research to understand the relationship between transformational leadership styles and success by using mediators representing the team process. Researchers are interested in further researching the transformational leadership style of project success at Public Accounting Firm in Semarang with the role of Team-Building as mediator. The organizational structure that exists in the KAP consists of colleagues, managers, senior auditors, and junior auditors. Based on the organizational structure at the public accounting firm will definitely cause a relationship between managers and auditors in achieving organizational goals in the KAP.

As a result transformational leadership helps create a formal sustainable mechanism that promotes two-way communication and information exchange within a team. Transformational leadership enhances the practice of team building, which will ultimately affect the project's success positively. Therefore, the role of team-building can be a mediation in the relationship between transformational leadership and project success. So, as leaders become more transformational, the way in-group development will get higher and higher.

Keywords: transformational leadership, project success, and team-building

