

RINGKASAN

Penelitian ini berjudul “Pengalaman Memimpin: Bagaimana Pimpinan Mengembangkan *Regulatory Focus Staff*?”. Tujuan penelitian ini yaitu untuk mengetahui pengaruh pengalaman kerja pimpinan terhadap gaya kepemimpinan; serta pengaruh gaya kepemimpinan terhadap *regulatory focus staff*. Penelitian ini merupakan penelitian kuantitatif. Populasi dalam penelitian ini adalah pegawai (pimpinan dan *staff*) pada 27 kantor SKPD dan 27 kantor Kecamatan pemerintah Kabupaten Banyumas (bidang pelayanan publik). Jumlah responden yang diambil dalam penelitian ini adalah 138 responden dengan teknik pengambilan sampel berupa convenience sampling.

Berdasarkan hasil penelitian dan analisa data dengan menggunakan SmartPLS versi 3 menunjukkan bahwa: (1) pengalaman kerja pimpinan berpengaruh positif terhadap *transformational leadership*, (2) pengalaman kerja pimpinan tidak berpengaruh positif terhadap *transactional leadership*, (3) *transformational leadership* berpengaruh positif terhadap *promotion focus*, (4) *transactional leadership* berpengaruh positif terhadap *prevention focus*. Implikasi pada penelitian ini yaitu Bagi pemerintah daerah banyumas khususnya pimpinan disarankan untuk lebih memahami *staff* dalam hal motivasi. Pemilihan gaya kepemimpinan yang tepat dapat membantu *staff* dalam meningkatkan motivasi kerjanya, sehingga nantinya *staff* dapat meningkatkan *regulatory focus* agar pelayanan pada pemerintah daerah Banyumas menjadi lebih baik.

Kata Kunci: Pengalaman Kerja, Pengalaman Memimpin, Gaya Kepemimpinan, *Transformational Leadership*, *Transactional Leadership*, *Regulatory Focus*, *Promotion Focus*, *Prevention Focus*.

SUMMARY

This study entitled "Leading Experience: How Leader Develop Staff Regulatory Focus". The purpose of this study is to determine the effect of leadership work experience on leadership style; and the effect of leadership style on regulatory focus staff. This research is a quantitative research. The population in this study were employees (leaders and staff) at 27 SKPD offices and 27 sub-district offices of the Banyumas Regency government (public service sector). The number of respondents taken in this study were 138 respondents with a sampling technique in the form of convenience sampling.

Based on the research results and data analysis using SmartPLS version 3 shows that: (1) leadership work experience has a positive effect on transformational leadership, (2) leadership work experience has no positive effect on transactional leadership, (3) transformational leadership has a positive effect on promotion focus, (4) transactional leadership has a positive effect on prevention focus. The implication of this research is that the regional government of Banyumas, especially the leadership, is advised to better understand staff in terms of motivation. Choosing the right leadership style can help staff in increasing their work motivation, so that later staff can increase regulatory focus so that services to the Banyumas local government will be better.

Keywords: Work Experience, Leading Experience, Transformational Leadership, Transactional Leadership, Regulatory Focus, Promotion Focus, Prevention Focus