

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional terhadap kinerja karyawan dengan keterikatan karyawan sebagai variabel mediasi pada karyawan *back office* PT Kereta Api Indonesia (Persero) Daop 8 Surabaya Gubeng. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Sampel penelitian berjumlah 86 responden yang dipilih sesuai kriteria penelitian. Data dikumpulkan melalui penyebaran kuesioner dan dianalisis menggunakan *Structural Equation Modeling-Partial Least Squares (SEM-PLS)* dengan bantuan *software SmartPLS 4.0*.

Hasil penelitian menunjukkan bahwa kepemimpinan transformasional tidak berpengaruh signifikan terhadap kinerja karyawan. Namun, kepemimpinan transformasional berpengaruh positif dan signifikan terhadap keterikatan karyawan. Selain itu, keterikatan karyawan berpengaruh positif dan signifikan terhadap kinerja karyawan. Hasil pengujian mediasi menunjukkan bahwa keterikatan karyawan mampu memediasi secara penuh (*full mediation*) hubungan antara kepemimpinan transformasional dan kinerja karyawan. Temuan ini mengindikasikan bahwa peningkatan kinerja karyawan tidak dapat dicapai hanya melalui penerapan kepemimpinan transformasional secara langsung, melainkan perlu didukung oleh peningkatan keterikatan karyawan terhadap organisasi. Oleh karena itu, keterikatan karyawan menjadi faktor penting yang menjembatani pengaruh kepemimpinan transformasional dalam meningkatkan kinerja karyawan.

Kata kunci: kepemimpinan transformasional, keterikatan karyawan, kinerja karyawan, mediasi.

ABSTRACT

This study aims to examine the effect of transformational leadership on employee performance with employee engagement as a mediating variable among back-office employees of PT Kereta Api Indonesia (Persero) Daop 8 Surabaya Gubeng. This research employed a quantitative approach using a survey method. The sample consisted of 86 respondents selected based on the established research criteria. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 4.0 software.

The results indicate that transformational leadership does not have a significant direct effect on employee performance. However, transformational leadership has a positive and significant effect on employee engagement. Furthermore, employee engagement has a positive and significant effect on employee performance. The mediation analysis reveals that employee engagement fully mediates the relationship between transformational leadership and employee performance. These findings suggest that improving employee performance cannot be achieved solely through the direct implementation of transformational leadership. Instead, organizations need to foster higher levels of employee engagement to enhance employee performance. Therefore, employee engagement serves as a crucial mechanism through which transformational leadership contributes to improved employee performance.

Keywords: transformational leadership, employee engagement, employee performance, mediation.