

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional dan motivasi kerja terhadap kesejahteraan karyawan, kinerja karyawan, dan keberlanjutan Badan Usaha Milik Desa (BUMDes) di Kabupaten Pamekasan. Selain itu, penelitian ini juga menguji peran kesejahteraan karyawan sebagai variabel mediasi dalam hubungan antara kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan serta keberlanjutan BUMDes. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian adalah karyawan BUMDes di Kabupaten Pamekasan, dengan jumlah sampel sebanyak 100 responden yang dipilih menggunakan teknik random sampling. Pengumpulan data dilakukan melalui penyebaran kuesioner menggunakan skala Likert lima poin. Analisis data menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS 4.0. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan motivasi kerja berpengaruh positif dan signifikan terhadap kesejahteraan karyawan. Kepemimpinan transformasional, motivasi kerja, dan kesejahteraan karyawan juga berpengaruh positif dan signifikan terhadap kinerja karyawan serta keberlanjutan BUMDes. Selain itu, kesejahteraan karyawan terbukti mampu memediasi pengaruh kepemimpinan transformasional dan motivasi kerja terhadap kinerja karyawan maupun keberlanjutan BUMDes. Temuan ini mengindikasikan bahwa peningkatan kualitas kepemimpinan transformasional dan motivasi kerja dapat meningkatkan kesejahteraan karyawan, yang selanjutnya mendorong peningkatan kinerja karyawan dan keberlanjutan BUMDes. Penelitian ini memberikan implikasi praktis bagi pengelola BUMDes untuk memperkuat kualitas kepemimpinan, meningkatkan motivasi kerja, serta memperhatikan kesejahteraan karyawan sebagai strategi dalam menciptakan organisasi yang produktif, berdaya saing, dan berkelanjutan.

Kata Kunci: Kepemimpinan Transformasional, Motivasi Kerja, Kesejahteraan Karyawan, Kinerja Karyawan, Keberlanjutan BUMDes.

ABSTRACT

This study aims to analyze the influence of transformational leadership and work motivation on employee well-being, employee performance, and the sustainability of Village-Owned Enterprises (BUMDes) in Pamekasan Regency. Furthermore, this study examines the mediating role of employee well-being in the relationship between transformational leadership and work motivation on employee performance and BUMDes sustainability. A quantitative approach with a survey method was employed. The population consisted of employees of BUMDes in Pamekasan Regency, with a sample of 100 respondents selected using the random sampling technique. Data were collected through questionnaires based on a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. The findings reveal that transformational leadership and work motivation have a positive and significant effect on employee well-being. Transformational leadership, work motivation, and employee well-being also have positive and significant effects on employee performance and BUMDes sustainability. In addition, employee well-being significantly mediates the effects of transformational leadership and work motivation on both employee performance and BUMDes sustainability. These findings indicate that strengthening transformational leadership and enhancing work motivation improve employee well-being, which subsequently leads to better employee performance and supports the long-term sustainability of BUMDes. This study provides practical implications for BUMDes managers to strengthen leadership quality, enhance employee motivation, and prioritize employee well-being as strategic efforts to develop productive, competitive, and sustainable village-owned enterprises.

Keywords: *Transformational Leadership, Work Motivation, Employee Welfare, Employee Performance, BUMDes Sustainability.*