

**Pengaruh *Transformational Leadership* Terhadap *Employee Engagement*
Melalui *Job Satisfaction* Sebagai Variabel *Intervening***

ABSTRAK Oleh :

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Employee engagement adalah salah satu faktor yang sangat penting dalam organisasi yang mana dengan adanya keterikatan kerja yang baik maka akan memicu karyawan untuk bekerja dengan kemampuan yang dimiliki. Penelitian ini dimaksudkan untuk menganalisis pengaruh langsung *transformational leadership* terhadap *employee engagement*, dan pengaruh tidak langsung *transformational leadership* terhadap *employee engagement* melalui *job satisfaction*.

Populasi dari penelitian ini adalah seluruh karyawan non manajemen PT Karya Shang Naga yang berjumlah 80 karyawan dengan menggunakan teknik sampling jenuh. Metode pengumpulan data yang digunakan untuk melaksanakan penelitian ini yaitu dengan menggunakan kuisioner. Penelitian ini menggunakan metode penelitian kuantitatif. Skala yang akan dipakai dalam kuisioner menggunakan skala likert.. Teknik analisis data menggunakan SEM-PLS, uji hipotesis menggunakan bantuan aplikasi Warp PLS (*Parsial Least Square*).

Berdasarkan hasil analisis, dapat disimpulkan bahwa nilai R-square untuk variabel *job satisfaction* sebesar 85,9%, yang mengartikan bahwa variabel *job satisfaction* dapat dijelaskan oleh variabel *transformational leadership* sebesar 85,9%, sedangkan sisanya 14,1% lainnya mengindikasikan bahwa *job satisfaction* dapat dijelaskan oleh variabel lain. Untuk nilai R-square pada variabel *employee engagement* sebesar 89,9%, yang mengartikan bahwa *employee engagement* dapat dijelaskan oleh variabel *transformational leadership* dan *job satisfaction* sebanyak 89,9%, sedangkan sisanya sebesar 10,1% lainnya mengindikasikan bahwa *employee engagement* dapat dijelaskan oleh variabel lain. Hasil uji juga menyatakan bahwa *job satisfaction* memediasi secara parsial *transformational leadership* terhadap *employee engagement* dengan nilai VAF sebesar 50,8%.

Kata kunci : *Transformational Leadership, Job Satisfaction, Employee Engagement.*

***The Effect of Transformational Leadership on Employee Engagement Through
Job Satisfaction as an Intervening Variable***

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Employee engagement is one of the most important factors in an organization where a good work engagement will trigger employees to work with their abilities. This study is intended to analyze the direct effect of transformational leadership on employee engagement, and the indirect effect of transformational leadership on employee engagement through job satisfaction.

The population of this study were all non-management employees of PT Karya Shang Naga, totaling 80 employees using a saturated sampling technique. The data collection method used to carry out this research is by using a questionnaire. This research uses quantitative research methods. The scale that will be used in the questionnaire uses a Likert scale. The data analysis technique uses SEM-PLS, hypothesis testing uses the help of the Warp PLS (Partial Least Square) application.

Based on the results of the analysis, it can be concluded that the R-square value for the job satisfaction variable is 85.9%, which means that the job satisfaction variable can be explained by the transformational leadership variable by 85.9%, while the remaining 14.1% indicates that job satisfaction can be explained by other variables. The R-square value of the employee engagement variable is 89.9%, which means that employee engagement can be explained by transformational leadership and job satisfaction variables as much as 89.9%, while the remaining 10.1% indicates that employee engagement can be explained by another variable. The test results also state that job satisfaction partially mediates transformational leadership on employee engagement with a VAF value of 50.8%.

Keywords: Transformational Leadership, Job Satisfaction, Employee Engagement.