

ABSTRAK

Tesis ini adalah hasil penelitian kuantitatif yang berjudul pengaruh perilaku kepemimpinan transformasional, praktik sumber daya manusia, keterlibatan karyawan terhadap kinerja organisasi melalui komitmen karyawan sebagai variabel intervening. Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan transformasional, praktik sumber daya manusia dan keterlibatan karyawan terhadap kinerja organisasi dengan komitmen karyawan sebagai mediasi. Data diperoleh melalui kuesioner yang dibagikan kepada 130 pegawai Organisasi Perangkat Daerah Dinas Perhubungan Kabupaten Banyuwangi dan peneliti menggunakan teknik *Structural Equation Modelling-Partial Least Squares* (SEM-PLS) dengan perangkat lunak WarpPLS 7.0 untuk menguji hipotesis. Hasil penelitian menunjukkan bahwa terdapat pengaruh positif dan signifikan kepemimpinan transformasional terhadap kinerja organisasi, terdapat pengaruh positif dan signifikan praktik sumber daya manusia terhadap kinerja organisasi, keterlibatan karyawan positif signifikan terhadap kinerja pegawai, kepemimpinan transformasional berpengaruh positif signifikan terhadap komitmen karyawan, praktik sumber daya manusia berpengaruh positif dan signifikan terhadap komitmen karyawan, keterlibatan karyawan berpengaruh positif signifikan terhadap komitmen karyawan, komitmen karyawan berpengaruh positif signifikan terhadap kinerja organisasi, komitmen karyawan memediasi kepemimpinan transformasional terhadap kinerja organisasi, komitmen karyawan tidak memediasi praktik sumber daya manusia terhadap kinerja organisasi dan komitmen karyawan tidak memediasi keterlibatan karyawan terhadap kinerja organisasi. Akhirnya, penelitian ini memperluas pengetahuan baru terhadap literatur yang ada tentang kepemimpinan transformasional, praktik sumber daya manusia, keterlibatan karyawan, komitmen karyawan dan kinerja organisasi dengan mengusulkan model alternatif tentang bagaimana hubungan ini ada. Berdasarkan angka *Adjusted R-square* persamaan 1 diperoleh sebesar 0,638 atau 63,8%. Hal ini menunjukkan bahwa persentase sumbangan model I kepemimpinan transformasional (X1), praktik sumber daya manusia (X2) dan keterlibatan karyawan (X3) terhadap komitmen karyawan (Z) sebesar 63,8%, sedangkan sisanya sebesar 36,2% dipengaruhi variabel lain yang tidak diteliti. Angka *R-squared* persamaan 2 diperoleh sebesar 0,762 atau 76,2%, Hal ini menunjukkan bahwa persentase sumbangan model II kepemimpinan transformasional (X1), praktik sumber daya manusia (X2) dan keterlibatan karyawan (X3) dan komitmen karyawan (Z) terhadap kinerja organisasi (Y) sebesar 76,2%, sedangkan sisanya sebesar 23,8% dipengaruhi variabel lain yang tidak diteliti.

Kata kunci: kepemimpinan transformasional, praktik sumber daya manusia, keterlibatan karyawan, komitmen karyawan, kinerja organisasi.

ABSTRACT

This thesis is the result of quantitative research titled "The Influence of Transformational Leadership Behavior, Human Resource Practices, and Employee Engagement on Organizational Performance through Employee Commitment as an Intervening Variable." This study aims to determine the influence of transformational leadership, human resource practices, and employee engagement on organizational performance with employee commitment as mediation. Data were obtained through questionnaires distributed to 130 employees of the Regional Apparatus Organization of the Transportation Department of Banyuwangi Regency, and the researcher used the Structural Equation Modelling-Partial Least Squares (SEM-PLS) technique with WarpPLS 7.0 software to test the hypotheses.

The results of the study indicate that there is a positive and significant influence of transformational leadership on organizational performance, a positive and significant influence of human resource practices on organizational performance, a positive and significant influence of employee engagement on employee performance, a positive and significant influence of transformational leadership on employee commitment, a positive and significant influence of human resource practices on employee commitment, a positive and significant influence of employee engagement on employee commitment, a positive and significant influence of employee commitment on organizational performance, employee commitment mediates the influence of transformational leadership on organizational performance, employee commitment does not mediate the influence of human resource practices on organizational performance, and employee commitment does not mediate the influence of employee engagement on organizational performance.

Finally, this research expands new knowledge to the existing literature on transformational leadership, human resource practices, employee engagement, employee commitment, and organizational performance by proposing an alternative model of how these relationships exist. Based on the R-square value of equation 1, it is obtained at 0.638 or 63.8%. This indicates that the percentage contribution of Model I (transformational leadership (X1), human resource practices (X2), and employee engagement (X3)) to employee commitment (Z) is 63.8%, while the remaining 36.2% is influenced by other variables not examined. The R-squared value of equation 2 is obtained at 0.762 or 76.2%. This indicates that the percentage contribution of Model II (transformational leadership (X1), human resource practices (X2), employee engagement (X3), and employee commitment (Z)) to organizational performance (Y) is 76.2%, while the remaining 23.8% is influenced by other variables not examined.

Keywords: transformational leadership, human resource practices, employee engagement, employee commitment, organizational performance.