ABSTRAK

Penelitian ini bertujuan untuk mengkaji pengaruh Kepemimpinan Transformasional, Keterlibatan Karyawan, dan Kompetensi Digital terhadap Kinerja Karyawan melalui Kepuasan Kerja di kalangan pegawai Kantor Imigrasi Jember. Desain/metodologi/pendekatan: Penelitian ini menggunakan desain penelitian eksplanatori kuantitatif dengan melakukan survei terhadap 125 pegawai di Kantor Imigrasi Jember. Data dianalisis menggunakan SmartPLS 4.0 dengan pendekatan Pemodelan Persamaan Struktural–Partial Least Squares (SEM-PLS) untuk Keterikatan Karyawan dan Kinerja Karyawan. Kontribusi Teoretis/Orisinalitas: Studi ini memperluas Teori Pertukaran Sosial (Social Exchange Theory) dengan menunjukkan bahwa Kepuasan Kerja berfungsi sebagai mekanisme psikologis krusial yang menghubungkan faktor-faktor organisasional dengan Kinerja Karyawan di sektor publik. Temuan ini menyoroti Keterikatan Karyawan sebagai pendorong utama kinerja karyawan, sekaligus menekankan peran tidak langsung dari Kepemimpinan Transformasional dan Kompetensi Digital melalui Kepuasan Kerja. Hasil penelitian ini memberikan wawasan praktis untuk memperkuat manajemen sumber daya manusia serta meningkatkan kualitas layanan imigrasi publik melalui strategi kepemimpinan, keterikatan, dan pengembangan kapabilitas digital yang terintegrasi.

Kata kunci: Kepemimpinan Transformasional, Keterlibatan Karyawan, Kompetensi Digital, Kepuasan Kerja, Kinerja Karyawan.

ABSTRACT

This study aims to examine the effects of Transformational Leadership, Employee Engagement, and Digital Competence on Employee Performance through Job Satisfaction among employees of the Jember Immigration Office. Design/methodology/approach: This study employed a quantitative explanatory research design using a survey of 125 employees at the Jember Immigration Office. Data were analyzed using SmartPLS 4.0 with the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach to assess the measurement model, structural model, and the mediating role of Job Satisfaction. Research Findings: The findings reveal that Employee Engagement has the strongest positive direct effect on Employee Performance. Transformational Leadership and Digital Competence significantly improve Job Satisfaction but do not directly influence Employee Performance. Job Satisfaction has a significant positive effect on Employee Performance and fully mediates the relationships between Transformational Leadership and Employee Performance as well as between Digital Competence and Employee Performance, while partially mediating the relationship between Employee Engagement and Employee Performance. Theoretical Contribution/Originality: This study extends Social Exchange Theory by demonstrating that Job Satisfaction serves as a critical psychological mechanism linking organizational factors to Employee Performance in the public sector. The findings highlight Employee Engagement as the primary driver of employee performance, while emphasizing the indirect roles of Transformational Leadership and Digital Competence through Job Satisfaction. These results provide practical insights for strengthening human resource management and improving the quality of public immigration services through integrated leadership, engagement, and digital capability development strategies.

Keywords: *Transformational Leadership, Employee Engagement, Digital Competence, Job Satisfaction, Employee Performance.*