

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Kepemimpinan Transformasional dan Lingkungan Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai variabel *intervening* pada PT Andhika Dian Utama. Kepemimpinan Transformasional dan Lingkungan Kerja merupakan faktor penting yang dapat memengaruhi Kinerja Karyawan, sementara Kepuasan Kerja berperan sebagai variabel perantara yang memperkuat hubungan tersebut.

Penelitian ini menggunakan pendekatan kuantitatif dengan metode hubungan kausal komparatif. Populasi penelitian adalah seluruh karyawan PT Andhika Dian Utama yang berjumlah 52 orang, sehingga teknik sampling yang digunakan adalah sampling jenuh, di mana seluruh populasi dijadikan sampel. Pengolahan data dilakukan menggunakan metode *Partial Least Square* (PLS) melalui aplikasi SmartPLS 4.0 untuk menguji hubungan antar variabel dalam model penelitian.

Hasil penelitian menunjukkan bahwa Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap Kinerja Karyawan, sedangkan Lingkungan Kerja tidak berpengaruh signifikan terhadap Kinerja Karyawan. Namun, Kepemimpinan Transformasional dan Lingkungan Kerja terbukti berpengaruh signifikan terhadap Kepuasan Kerja. Selain itu, Kepuasan Kerja memiliki pengaruh positif dan signifikan terhadap Kinerja Karyawan serta berperan sebagai variabel *intervening* yang memperkuat hubungan antara Kepemimpinan Transformasional dan Lingkungan Kerja terhadap Kinerja Karyawan.

Kata Kunci: Kepemimpinan Transformasional, Lingkungan Kerja, Kepuasan Kerja, Kinerja Karyawan, *SmartPLS 4.0*

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This research analyses the effect of transformational leadership and work environment on employee performance, with work satisfaction as an intervening variable at PT. Andhika Dian Utama. Furthermore, both transformational leadership and the work environment are important factors that can affect employee performance, with work satisfaction as an intervening variable that strengthens the relationship.

The research applies quantitatively, with a causal-comparative relationship. Moreover, the population consists of all employees at PT. Andhika Dian Utama, i.e., 52 people. The data collection technique used was saturated sampling, in which all members of the population were the samples. Additionally, the data analysis technique used was Partial Least Squares (PLS) with SmartPLS 4.0 to examine the relationship among variables.

The result shows that transformational leadership has a positive and significant effect on employee performance. However, the work environment has an insignificant effect on employee performance. In addition, transformational leadership and work environment are proven to have a significant effect on work satisfaction. Besides, work satisfaction has a positive and significant effect on employee performance and acts as an intervening variable that strengthens the relationship between transformational leadership and work environment on employee performance.

Keywords: *transformational leadership, work environment, work satisfaction, employee performance, and SmartPLS 4.0.*



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