

**PENINGKATAN KINERJA KARYAWAN MELALUI KEPEMIMPINAN
TRANSFORMASIONAL DAN RESTRUKTURISASI MANAJEMEN
DENGAN *EMPLOYEE ENGAGEMENT* SEBAGAI
VARIABEL MEDIATOR**

TESIS

Diajukan untuk Memenuhi Sebagian Syarat Memperoleh Gelar
Magister Manajemen pada Program Studi Magister Manajemen



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**PROGRAM STUDI S2 MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
2023**

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Ekonomi dan Bisnis

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**PENINGKATAN KINERJA KARYAWAN MELALUI KEPEMIMPINAN
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ABSTRAK

Fitriatu Lam'ah (2012907) “Peningkatan Kinerja Karyawan melalui Kepemimpinan Transformasional dan Restrukturisasi Manajemen dengan Employee Engagement sebagai Variabel Moderator”. Di Bawah Bimbingan Prof. Dr. H. Eeng Ahman, M.S. dan Dr. Rofi Rofaida, S.P., M.Si.

Kinerja karyawan merupakan determinan penting dalam organisasi. Kinerja perusahaan dipengaruhi oleh kinerja karyawan. Penelitian ini dilakukan di PT. X yang merupakan perusahaan minuman kemasan di Jawa Barat. Tren kinerja PT. X yang dilihat pada pendapatannya mengalami penurunan dari 2017 sampai dengan 2021. Hasil pra-penelitian menunjukkan masih terdapat permasalahan dalam kinerja karyawan di PT. X. Tujuan dari penelitian ini untuk mengetahui gambaran kepemimpinan transformasional, restrukturisasi manajemen, *employee engagement*, dan kinerja karyawan pada PT. X, untuk mengetahui pengaruh kepemimpinan transformasional dan restrukturisasi manajemen terhadap *employee engagement* pada PT. X, serta untuk mengetahui pengaruh kepemimpinan transformasional, restrukturisasi manajemen, dan *employee engagement* terhadap kinerja karyawan pada PT. X. Desain penelitian yang digunakan verifikatif dengan metode kuantitatif. Populasi pada penelitian ini adalah seluruh karyawan PT. X, dengan sampel penelitian 258 karyawan yang diambil secara *proportionate stratified random sampling*. Hasil analisis deskriptif menunjukkan gambaran kepemimpinan transformasional dan restrukturisasi manajemen, *employee engagement*, dan kinerja karyawan di PT. X berada pada kategori tinggi. Hasil analisis verifikatif menunjukkan bahwa kepemimpinan transformasional dan restrukturisasi manajemen berpengaruh positif terhadap *employee engagement*, kepemimpinan transformasional, restrukturisasi manajemen, dan *employee engagement* berpengaruh positif terhadap kinerja karyawan, dan *employee engagement* memediasi pengaruh kepemimpinan transformasional dan restrukturisasi manajemen terhadap kinerja karyawan.

Kata Kunci: Kepemimpinan Transformasional, Restrukturisasi Manajemen, *Employee Engagement*, Kinerja Karyawan

ABSTRACT

Fitriatu Lam'ah (2012907) "Improving Employee Performance through Transformational Leadership and Management Restructuring with Employee Engagement as a Moderating Variable". Under the Guidance of Prof. Dr. H. Eeng Ahman, MS and Dr. Rofi Rofaida, S.P., M.Sc.

Employee performance is an important determinant in the organization. Company performance is influenced by employee performance. This research was conducted at PT. X which is a packaged beverage company in West Java. PT. X which is seen in its income has decreased from 2017 to 2021. Pre-research results at PT. X shows that there are still problems in employee performance. The purpose of this study is to describe transformational leadership, management restructuring, employee engagement, and employee performance at PT. X, to determine the effect of transformational leadership and management restructuring on employee engagement at PT. X and to determine the effect of transformational leadership, management restructuring, and employee engagement on employee performance at PT. X. The research design used is verification and quantitative methods. The population in this study are all employees of PT. X, with a sample of 258 employees taken by proportionate stratified random sampling. The results of the descriptive analysis show that transformational leadership and management restructuring, employee engagement, and employee performance at PT. X are in the high category. The results of verification analysis show that transformational leadership and management restructuring have a positive effect on employee engagement, transformational leadership, management restructuring, and employee engagement have a positive effect on employee performance, and employee engagement mediates the effect of transformational leadership and management restructuring on employee performance.

Keywords: Transformational Leadership, Management Restructuring, Employee Engagement, Employee Performance

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