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**PENGARUH KEPEMIMPINAN SPIRITUAL DAN
PEMBERDAYAAN KARYAWAN TERHADAP KINERJA
KARYAWAN MELALUI KEPUASAN KERJA SEBAGAI MEDIASI
(STUDI PADA PT X)**



SKRIPSI

Diajukan untuk Memperoleh Gelar Sarjana Manajemen pada
Program Studi Manajemen Universitas Pendidikan Indonesia

Oleh

Rr. Laras Dwiputri Pribadi

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**PROGRAM STUDI MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
BANDUNG
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Universitas Pendidikan Indonesia

2025

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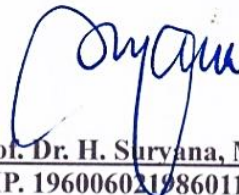
**PENGARUH *SPIRITUAL LEADERSHIP* DAN *EMPLOYEE EMPOWERMENT* TERHADAP *EMPLOYEE PERFORMANCE* MELALUI *JOB SATISFACTION* SEBAGAI MEDIASI
(STUDI PADA KARYAWAN PT X)**

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BANDUNG
2025**

LEMBAR PERNYATAAN KEASLIAN SKRIPSI

Dengan ini saya menyatakan bahwa skripsi yang berjudul “Pengaruh *Spiritual Leadership* dan *Employee Empowerment* terhadap *Employee performance* melalui *Job Satisfaction* sebagai Mediasi (Studi Pada Karyawan PT X)” sepenuhnya merupakan karya saya sendiri, begitu juga semua yang ada di dalamnya. Saya tidak melakukan plagiarisme atau melanggar etika keilmuan dalam proses pembuatannya, kecuali pada bagian tertentu seperti kutipan atau referensi sesuai dengan aturan penulisan karya ilmiah yang berlaku. Atas pernyataan ini, saya siap bertanggung jawab sepenuhnya atas kebenaran dan orisinalitas karya ini.

Bandung, Agustus 2025

Yang membuat pernyataan,



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ABSTRAK

Rr. Laras Dwiputri Pribadi (2106268) “Pengaruh Kepemimpinan Spiritual dan Pemberdayaan Karyawan terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Mediasi (Studi Pada PT X)”, di bawah bimbingan Prof. Dr. H. Suryana, M.Si dan Annisa Ciptagustia, S.E., M.Si.

Setiap perusahaan pasti mengharapkan kinerja karyawan yang tinggi dan optimal. Banyak faktor yang dapat memengaruhi kinerja, namun penelitian ini berfokus pada kepemimpinan spiritual, pemberdayaan karyawan, dan kepuasan kerja, dengan tujuan mengetahui pengaruh kepemimpinan spiritual dan pemberdayaan karyawan terhadap kinerja karyawan melalui kepuasan kerja sebagai mediasi di PT X perusahaan manufaktur. Pengumpulan data pada penelitian kuantitatif ini menggunakan kuesioner tertutup dari total sampel 119 orang yang dihitung dengan *software* G*Power 3.1.9.7 dari 703 orang menggunakan teknik *probability sampling* yaitu *proportionate stratified random sampling*. Teknik analisis yang digunakan adalah analisis deskriptif dan analisis data menggunakan SEM-PLS dengan bantuan *software* SmartPLS 4. Terdapat empat pengujian dalam analisis data yaitu, evaluasi model pengukuran (*outer model*), evaluasi model fit, evaluasi model struktural, dan pengujian hipotesis (*path coefficient*). Hasil menunjukkan indikator setiap variabel valid dan reliabel, model yang dibuat dapat menjelaskan hubungan variabel dalam penelitian, kekuatan prediktif secara keseluruhan antara variabel independen dengan kinerja karyawan dianggap lemah dengan kepuasan kerja yang berpengaruh paling besar sedangkan kekuatan prediktif antara variabel independen terhadap kepuasan kerja dianggap moderate dengan pemberdayaan karyawan yang berpengaruh paling besar. Selain itu, hasil pengujian hipotesis menunjukkan bahwa kepemimpinan spiritual dan pemberdayaan karyawan secara langsung tidak berpengaruh terhadap kinerja karyawan sedangkan kepuasan kerja berpengaruh positif signifikan. Sementara itu, hubungan antara kepemimpinan spiritual dan pemberdayaan karyawan secara langsung terhadap kepuasan kerja memiliki pengaruh positif dan signifikan. Adapun kepuasan kerja sebagai pemediasi antara kepemimpinan spiritual dan pemberdayaan karyawan terhadap kinerja karyawan, keduanya memiliki hubungan tidak langsung yang positif dan signifikan, sehingga peran kepuasan kerja pada keduanya adalah *full mediation*.

Kata Kunci: kepemimpinan spiritual, pemberdayaan karyawan, kinerja karyawan, kepuasan kerja

ABSTRACT

Rr. Laras Dwiputri Pribadi (2106268) “*The Influence of Spiritual Leadership and Employee Empowerment on Employee Performance through Job Satisfaction as a Mediator (a Study at PT X)*”, under the guidance of Prof. Dr. H. Suryana, M.Si and Annisa Ciptagustia, S.E., M.Si.

Every company certainly expects high and optimal employee performance. Many factors can influence performance, but this study focuses on spiritual leadership, employee empowerment, and job satisfaction, with the aim of determining the influence of spiritual leadership and employee empowerment on employee performance through job satisfaction as a mediator at PT X, a manufacturing company. Data collection for this quantitative study used a closed-ended questionnaire from a total sample of 119 individuals, calculated using G-Power 3.1.9.7 software from a population of 703 individuals, employing probability sampling techniques, specifically proportionate stratified random sampling. The analysis techniques used were descriptive analysis and data analysis using SEM-PLS with the assistance of SmartPLS4 software. There are four tests in data analysis, namely, measurement model evaluation (outer model), model fit evaluation, structural model evaluation, and hypothesis testing (path coefficient). The results showed that the indicators for each variable were valid and reliable, the model created could explain the relationship between variables in the study, and the overall predictive power between independent variables and employee performance was considered weak, with job satisfaction having the greatest influence, while the predictive power between independent variables and job satisfaction was considered moderate, with employee empowerment having the greatest influence. Additionally, the hypothesis testing results indicate that spiritual leadership and employee empowerment do not directly influence employee performance, while job satisfaction has a significant positive influence. Meanwhile, the direct relationship between spiritual leadership and employee empowerment on job satisfaction has a positive and significant influence. Job satisfaction acts as a mediator between spiritual leadership and employee empowerment on employee performance, with both having an indirect positive and significant relationship, thus the role of job satisfaction in both is full mediation.

Keywords: *spiritual leadership, employee empowerment, employee performance, job satisfaction*

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Penulis,

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