

# **Pengaruh Budaya Organisasi, Kepemimpinan Transformasional, dan Kepuasan Kerja terhadap *Employee Engagement* pada PT Taspen (Persero) Kantor Pusat**

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## **ABSTRAK**

PT Taspen (Persero) tengah menjalankan berbagai inisiatif transformasi digital dan penguatan nilai budaya kerja AKHLAK yang menuntut keterlibatan karyawan agar proses transformasi dapat berjalan efektif. Dalam konteks tersebut, budaya organisasi, kepemimpinan transformasional, serta kepuasan kerja menjadi unsur yang diperkirakan berimbas pada *employee engagement*. Penelitian ini mengaplikasikan pendekatan kuantitatif dengan sasaran utama menganalisis dampak dari ketiga variabel tersebut terhadap *employee engagement* pada karyawan PT Taspen (Persero) Kantor Pusat. Sebanyak 76 pegawai dilibatkan sebagai sampel melalui *probability sampling* dengan cara *Disproportionate Stratified Random Sampling*, dan data diterima melalui kuesioner Google Form. Pemrosesan data dikerjakan menerapkan SmartPLS 4.0 dengan menguji validitas konvergen, validitas diskriminan, reliabilitas, nilai R-Square, nilai Q-Square, serta pengujian hipotesis melalui uji-t dengan taraf signifikansi 5%. Temuan dari analisis data mengindikasikan bahwa: (1) budaya organisasi berpengaruh positif dan signifikan bagi *employee engagement*; (2) kepemimpinan transformasional berpengaruh positif dan signifikan bagi *employee engagement*; dan (3) kepuasan kerja berpengaruh positif dan signifikan bagi *employee engagement*. Temuan ini menegaskan bahwa ketiga variabel tersebut merupakan faktor krusial dalam mendongkrak keterikatan karyawan guna mendukung keberhasilan transformasi perusahaan.

**Kata Kunci:** budaya organisasi, kepemimpinan transformasional, kepuasan kerja, *employee engagement*.

# ***The Influence of Organizational Culture, Transformational Leadership, and Job Satisfaction on Employee Engagement at PT Taspen (Persero) Head Office***

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## **ABSTRACT**

*PT Taspen (Persero) is currently implementing various digital transformation initiatives and strengthening the AKHLAK cultural values, which require strong employee engagement to ensure effective organizational transformation. In this context, organizational culture, transformational leadership, and job satisfaction are expected to influence employee engagement. This study applies a quantitative approach with the primary objective of examining the effects of the three factors on employee engagement among employees of PT Taspen (Persero) Head Office. A sum of 76 employees were included as the sample, selected through probability sampling utilizing a Disproportionate Stratified Random Sampling technique, and information was gathered using a questionnaire shared via Google Forms. Data processing was performed using SmartPLS 4.0 by evaluating convergent validity, discriminant validity, reliability, R-square, Q-square, and hypothesis testing through the t-test with a 5% significance level. The outcomes of the analysis indicate that: (1) organizational culture has a positive and significant effect on employee engagement; (2) transformational leadership has a positive and significant effect on employee engagement; and (3) job satisfaction has a positive and significant effect on employee engagement. These results validate that the three elements are crucial components in enhancing employee engagement to support the success of corporate transformation.*

*Keywords: organizational culture, transformational leadership, job satisfaction, employee engagement.*