

## **ABSTRACT**

### **THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AND ORGANIZATIONAL CULTURE (Survey On Retail Companies In Tasikmalaya City)**

**By:**  
**Della Apriani**  
**228334017**

**Guidance I: H. Dedi Kusmayadi**  
**Guidance II: Edy Suroso**

*This study is to examine the direct influence of transformational leadership on employee performance and the indirect influence of transformational leadership on employee performance through work motivation and organizational culture. Empirical studies were conducted at Retail Companies in Tasikmalaya City. Sampling was carried out using a simple random sampling technique with a total sample of 326 samples who were active employees at Retail Companies in Tasikmalaya City. The instrument of this study is a statement questionnaire with a Likert scale. Data analysis techniques used Structural Equation Modeling with Smart PLS applications. The research results showed 1) Transformational leadership, work motivation, organizational culture and employee performance are within good criteria. 2) Transformational leadership and work motivation have a positive effect on employee performance, but organizational culture has no effect on employee performance. 3) Transformational leadership has a positive effect on employee performance through work motivation as a mediating variable, in other words work motivation plays a positive role in mediating the influence of transformational leadership on employee performance. 4) Transformational leadership has no effect on employee performance through organizational culture as a mediating variable, in other words organizational culture does not play a role in mediating the influence of transformational leadership on employee performance.*

**Keywords:** *Transformational Leadership, Employee Performance, Work Motivation, Organizational Culture, Retail Companies.*

## ABSTRAK

### **PENGARUH KEPEMIMPINAN TRANSFORMASIONAL TERHADAP KINERJA KARYAWAN MELALUI MOTIVASI KERJA DAN BUDAYA ORGANISASI (Survei pada Perusahaan Retail di Kota Tasikmalaya)**

**Oleh:  
Della Apriani  
228334017**

**Pembimbing I: H. Dedi Kusmayadi  
Pembimbing II: Edy Suroso**

Penelitian ini untuk menguji pengaruh langsung kepemimpinan transformasional terhadap kinerja karyawan dan pengaruh secara tidak langsung kepemimpinan transformasional terhadap kinerja karyawan melalui motivasi kerja dan budaya organisasi. Studi empiris dilakukan pada Perusahaan Retail di Kota Tasikmalaya. Pengambilan sampel dilakukan dengan teknik *simple random sampling* dengan jumlah sampel sebanyak 326 sampel yang merupakan karyawan aktif di Perusahaan Retail di Kota Tasikmalaya. Instrumen penelitian ini adalah kuesioner pernyataan dengan skala likert. Teknik analisis data menggunakan *Structural Equation Modelling* dengan aplikasi Smart PLS. Hasil penelitian menunjukkan 1) Kepemimpinan transformasional, motivasi kerja, budaya organisasi dan kinerja karyawan ada dalam kriteria baik. 2) Kepemimpinan transformasional dan motivasi kerja berpengaruh positif terhadap kinerja karyawan, namun budaya organisasi tidak berpengaruh terhadap kinerja karyawan. 3) Kepemimpinan transformasional berpengaruh positif terhadap kinerja karyawan melalui motivasi kerja sebagai variabel mediasi, dalam kata lain motivasi kerja berperan positif dalam memediasi pengaruh kepemimpinan transformasional terhadap kinerja karyawan. 4) Kepemimpinan transformasional tidak berpengaruh terhadap kinerja karyawan melalui budaya organisasi sebagai variabel mediasi, dalam kata lain budaya organisasi tidak berperan dalam memediasi pengaruh kepemimpinan transformasional terhadap kinerja karyawan.

**Kata kunci:** Kepemimpinan Transformasional, Kinerja Karyawan, Motivasi Kerja, Budaya Organisasi, Perusahaan Retail.