

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh kepemimpinan transformasional terhadap kesejahteraan psikologis karyawan generasi Z, dengan mempertimbangkan keterikatan karyawan dan kepuasan kerja sebagai pemediasi. Studi dilakukan pada PT Garuda Maintenance Facility AeroAsia Tbk, sebuah perusahaan di industri *Maintenance, Repair, and Overhaul (MRO)* yang memiliki tingkat kompleksitas dan presisi kerja tinggi. Fokus penelitian diarahkan pada generasi Z yang membutuhkan pendekatan kepemimpinan inspiratif, suportif, dan partisipatif.

Pendekatan kuantitatif digunakan dalam penelitian ini, dengan metode analisis *Partial Least Squares Structural Equation Modeling (PLS-SEM)* melalui perangkat lunak SmartPLS 4. Sampel terdiri dari 264 responden dan 229 data valid yang memenuhi kriteria. Data dikumpulkan melalui kuesioner daring, dan hasil analisis menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh positif terhadap kesejahteraan psikologis, baik secara langsung maupun tidak langsung. Efek mediasi melalui keterikatan karyawan dan kepuasan kerja juga terbukti signifikan, yang menandakan bahwa peran kepemimpinan diperkuat melalui mekanisme psikologis internal tersebut.

Secara keseluruhan, penelitian ini menegaskan pentingnya penerapan kepemimpinan transformasional dalam menciptakan lingkungan kerja yang mendukung kesejahteraan mental karyawan. Pemimpin yang mampu menginspirasi, memberi perhatian personal, dan mendorong partisipasi karyawan terbukti berkontribusi dalam meningkatkan keterikatan, kepuasan kerja, dan pada akhirnya kesejahteraan psikologis. Temuan ini memberikan implikasi praktis bagi pengelolaan sumber daya manusia, khususnya dalam menghadapi tantangan generasi baru di dunia kerja.

Kata kunci: kepemimpinan transformasional, keterikatan karyawan, kepuasan kerja, kesejahteraan psikologis, generasi Z.

ABSTRACT

This study aims to examine the influence of transformational leadership on the psychological well-being of Generation Z employees by considering employee engagement and job satisfaction as mediating variables. The research was conducted at PT Garuda Maintenance Facility AeroAsia Tbk, a company in the Maintenance, Repair, and Overhaul (MRO) industry characterized by high levels of complexity and work precision. The focus of the study is directed toward Generation Z, who tend to respond more positively to leadership approaches that are inspirational, supportive, and participative.

A quantitative approach was employed in this study, utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4 software. The sample consisted of 264 respondents, with 229 valid data points that met the research criteria. Data were collected through an online questionnaire, and the analysis results revealed that transformational leadership has a positive effect on psychological well-being, both directly and indirectly. The mediating effects of employee engagement and job satisfaction were also found to be significant, indicating that the role of leadership is strengthened through these internal psychological mechanisms.

Overall, the findings highlight the importance of implementing transformational leadership in fostering a work environment that supports employees' mental well-being. Leaders who are able to inspire, provide individual attention, and encourage active participation play a key role in enhancing engagement, increasing job satisfaction, and ultimately improving psychological well-being. These findings offer practical implications for human resource management, especially in addressing the challenges of managing the new generation in today's workforce.

Keywords: *transformational leadership, employee engagement, job satisfaction, psychological well-being, Generation Z.*