

**PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, KEPUASAN KERJA,
DUKUNGAN ORGANISASI, DAN KOMITMEN ORGANISASI TERHADAP KINERJA
DOSEN DENGAN *WORK ENGAGEMENT* SEBAGAI VARIABEL INTERVENING PADA
PERGURUAN TINGGI DI BAWAH KOPERTAIS WILAYAH XII RIAU-KEPRI**

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional, kepuasan kerja, dukungan organisasi, dan komitmen organisasi terhadap kinerja dosen dengan *work engagement* sebagai variabel intervening pada perguruan tinggi di bawah Kopertais Wilayah XII Riau–Kepulauan Riau. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian *explanatory research*. Populasi penelitian adalah dosen tetap pada perguruan tinggi di bawah Kopertais Wilayah XII Riau–Kepri. Sampel penelitian berjumlah 392 responden yang ditentukan menggunakan teknik *purposive sampling*. Pengumpulan data dilakukan melalui penyebaran kuesioner menggunakan skala Likert. Teknik analisis data menggunakan Structural Equation Modeling–Partial Least Square (SEM-PLS) dengan bantuan software SmartPLS. Hasil penelitian menunjukkan bahwa kepuasan kerja, dukungan organisasi, dan *work engagement* berpengaruh positif dan signifikan terhadap kinerja dosen. Komitmen organisasi berpengaruh positif dan signifikan terhadap *work engagement*. Sementara itu, kepemimpinan transformasional tidak berpengaruh signifikan terhadap *work engagement*, kepuasan kerja tidak berpengaruh signifikan terhadap *work engagement*, dukungan organisasi tidak berpengaruh signifikan terhadap *work engagement*, serta komitmen organisasi tidak berpengaruh signifikan terhadap kinerja dosen. Selanjutnya, *work engagement* terbukti memediasi pengaruh komitmen organisasi terhadap kinerja dosen, namun tidak mampu memediasi pengaruh kepemimpinan transformasional, kepuasan kerja, dan dukungan organisasi terhadap kinerja dosen. Temuan penelitian ini menunjukkan bahwa peningkatan kinerja dosen pada perguruan tinggi di bawah Kopertais Wilayah XII Riau–Kepri lebih dipengaruhi oleh faktor kepuasan kerja, dukungan organisasi, dan keterlibatan kerja dosen dibandingkan faktor kepemimpinan transformasional dan komitmen organisasi secara langsung. Penelitian ini memberikan kontribusi teoritis dalam pengembangan kajian manajemen sumber daya manusia dan perilaku organisasi di sektor pendidikan tinggi, khususnya terkait peran *work engagement* sebagai mekanisme psikologis dalam meningkatkan kinerja dosen. Secara praktis, penelitian ini menjadi dasar bagi perguruan tinggi dalam merumuskan kebijakan pengembangan sumber daya manusia melalui penguatan dukungan organisasi, peningkatan kepuasan kerja, dan pengembangan *work engagement dosen*.

Kata Kunci: Kepemimpinan Transformasional, Kepuasan Kerja, Dukungan Organisasi, Komitmen Organisasi, Work Engagement, Kinerja Dosen.

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, JOB
SATISFACTION, ORGANIZATIONAL SUPPORT, AND
ORGANIZATIONAL COMMITMENT ON LECTURER PERFORMANCE
WITH WORK ENGAGEMENT AS AN INTERVENING VARIABLE AT
HIGHER EDUCATION INSTITUTIONS UNDER KOPERTAIS REGION XII
RIAU–RIAU ISLANDS**

ABSTRACT

This study aims to analyze the influence of transformational leadership, job satisfaction, organizational support, and organizational commitment on lecturer performance with work engagement as an intervening variable at higher education institutions under Kopertais Region XII Riau–Riau Islands. This research employed a quantitative approach with an explanatory research design. The population consisted of permanent lecturers at higher education institutions under Kopertais Region XII Riau–Riau Islands. The sample comprised 392 respondents selected using proportional random sampling techniques. Data were collected through questionnaires using a Likert scale. Data analysis was conducted using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the assistance of SmartPLS software. The results of the study indicate that job satisfaction, organizational support, and work engagement have a positive and significant effect on lecturer performance. Organizational commitment has a positive and significant effect on work engagement. Meanwhile, transformational leadership does not have a significant effect on work engagement, job satisfaction does not significantly affect work engagement, organizational support does not significantly affect work engagement, and organizational commitment does not significantly affect lecturer performance. Furthermore, work engagement was proven to mediate the effect of organizational commitment on lecturer performance, but it was unable to mediate the influence of transformational leadership, job satisfaction, and organizational support on lecturer performance. The findings of this study indicate that improving lecturer performance at higher education institutions under Kopertais Region XII Riau–Riau Islands is more influenced by job satisfaction, organizational support, and lecturer work engagement rather than transformational leadership and organizational commitment directly. This study contributes theoretically to the development of human resource management and organizational behavior studies in the higher education sector, particularly regarding the role of work engagement as a psychological mechanism in improving lecturer performance. Practically, this research can serve as a basis for higher education institutions in formulating human resource development policies through strengthening organizational support, increasing job satisfaction, and enhancing lecturer work engagement.

Keywords: *Transformational Leadership, Job Satisfaction, Organizational Support, Organizational Commitment, Work Engagement, Lecturer Performance.*