

## ABSTRAK

Penelitian ini bertujuan untuk menguji dan menganalisis peningkatan kinerja karyawan melalui pengaruh dari kepemimpinan transformasional, *self-esteem* dan *self-efficacy*.

Populasi dalam penelitian ini adalah karyawan Rumah Sakit Islam Nahdlatul Ulama Demak yang berjumlah 100 orang dengan pengambilan responden melalui teknik purposive sampling dengan metode sensus. Alat analisis yang digunakan adalah *Sobel test*.

Dari hasil pengujian data dengan menggunakan SPSS diperoleh bahwa kepemimpinan transformasional berpengaruh positif signifikan terhadap *self-esteem* dan *self-efficacy*, artinya apabila kepemimpinan transformasional, meningkat maka hal itu akan meningkatkan *self-esteem* dan *self-efficacy*. *Self-esteem* dan *self-efficacy* berpengaruh positif signifikan terhadap kinerja karyawan, artinya apabila *self-esteem* dan *self-efficacy* meningkat maka hal itu akan meningkatkan kinerja karyawan. Variabel *self-efficacy* terbukti sebagai variabel intervening sedangkan variabel *self-esteem* belum bisa diterima sebagai variabel intervening dengan mediasi kepemimpinan transformasional terhadap kinerja karyawan.

**Kata Kunci** : Kepemimpinan transformasional, *self-esteem*, *self-efficacy*, kinerja karyawan.

## **ABSTRACT**

*This study aims to examine and analyze the improvement of employee performance through the influence of transformational leadership, self-esteem and self-efficacy.*

*The population in this study were employees of the Nahdlatul Ulama Islamic Hospital Demak which numbered 100 people by taking respondents through purposive sampling technique with census methods. The analysis tool used is Sobel test.*

*From the results of data testing using SPSS, transformational leadership has a significant positive effect on self-esteem and self-efficacy, meaning that if transformational leadership increases, it will increase self-esteem and self-efficacy. Self-esteem and self-efficacy have a significant positive effect on employee performance, meaning that if self-esteem and self-efficacy increase then it will improve employee performance. The self-efficacy variable is proven to be an intervening variable while the self-esteem variable cannot be accepted as an intervening variable by mediating transformational leadership on employee performance.*

**Keywords:** *Transformational leadership, self-esteem, self-efficacy, employee performance.*