

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh *Perceived Organizational Support*, Kepemimpinan Transformasional, dan *Readiness to Change* terhadap *Employee Engagement* pada ASN Tim *Agent of Change* Balitbang Kementerian Pertahanan RI. Penelitian dilatarbelakangi oleh pentingnya peningkatan keterikatan pegawai dalam mendukung efektivitas organisasi, pencapaian Indikator Kinerja Utama (IKU), optimalisasi penyerapan anggaran, serta keberhasilan transformasi organisasi pada sektor publik pertahanan. Kondisi organisasi yang menghadapi tuntutan reformasi birokrasi, digitalisasi, dan perubahan lingkungan strategis membutuhkan ASN yang memiliki kesiapan perubahan dan keterikatan kerja tinggi. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian berjumlah 135 ASN Tim *Agent of Change* Balitbang Kemhan dan seluruh populasi digunakan sebagai responden melalui teknik sensus. Analisis data menggunakan *Structural Equation Modeling* berbasis *Partial Least Square* (SEM-PLS) dengan bantuan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap *Employee Engagement* dan *Readiness to Change*. *Perceived Organizational Support* berpengaruh positif signifikan terhadap *Readiness to Change*, namun tidak berpengaruh langsung terhadap *Employee Engagement*. *Readiness to Change* berpengaruh positif signifikan terhadap *Employee Engagement*. Selain itu, *Readiness to Change* terbukti memediasi secara parsial pengaruh Kepemimpinan Transformasional terhadap *Employee Engagement* dan memediasi secara penuh pengaruh *Perceived Organizational Support* terhadap *Employee Engagement*. Temuan penelitian menunjukkan bahwa *Readiness to Change* menjadi mekanisme psikologis strategis dalam meningkatkan keterikatan ASN pada organisasi sektor publik pertahanan. Penelitian ini memberikan kontribusi teoritis dan praktis dalam pengembangan strategi pengelolaan SDM ASN yang lebih adaptif, berkelanjutan, dan mendukung efektivitas organisasi.

Kata kunci: *Perceived Organizational Support*, *Kepemimpinan Transformasional*, *Readiness to Change*, *Employee Engagement*, *Agent of Change*

ABSTRACT

This study aims to analyze the influence of Perceived Organizational Support, Transformational Leadership, and Readiness to Change on Employee Engagement among Civil Servants (ASN) serving as Agents of Change at the Research and Development Agency of the Ministry of Defense of the Republic of Indonesia (Balitbang Kemhan RI). This research is motivated by the importance of enhancing employee engagement to support organizational effectiveness, achievement of Key Performance Indicators (KPI), optimization of budget absorption, and the success of organizational transformation within the public defense sector. Organizations facing challenges related to bureaucratic reform, digitalization, and changes in the strategic environment require employees who possess high readiness for change and strong work engagement. This study employed a quantitative approach using a survey method. The research population consisted of 135 civil servants serving as Agents of Change at Balitbang Kemhan, and all members of the population were included as respondents using a census technique. Data analysis was conducted using Structural Equation Modeling Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. The findings indicate that Transformational Leadership has a positive and significant effect on both Employee Engagement and Readiness to Change. Perceived Organizational Support has a positive and significant effect on Readiness to Change, but does not directly influence Employee Engagement. Readiness to Change significantly and positively affects Employee Engagement. Furthermore, Readiness to Change partially mediates the relationship between Transformational Leadership and Employee Engagement, and fully mediates the relationship between Perceived Organizational Support and Employee Engagement. The findings suggest that Readiness to Change serves as a strategic psychological mechanism in improving employee engagement within public defense organizations. This study contributes both theoretically and practically to the development of adaptive and sustainable human resource management strategies that support organizational effectiveness.

Keywords: *Perceived Organizational Support, Transformational Leadership, Readiness to Change, Employee Engagement, Agent of Change*