



Peran Inclusive Leadership Terhadap Workforce Agility dengan Employee Engagement Sebagai Mediator:

Studi Pada Karyawan di Perusahaan Startup X

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Peran *Inclusive Leadership* terhadap *Workforce Agility* dengan *Employee Engagement* sebagai Mediator: Studi Pada Karyawan di Perusahaan *Startup X*

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Abstract. Industry currently facing uncertain conditions due to technological advancements. Companies are required to adapt to uncertainties, including startups. Agile workforce is crucial for the progress of startup companies. Workforce agility can be enhanced through the role of inclusive leadership, which involves and appreciates employees' performance, and the role of employee engagement which demonstrated by a sense of employee commitment to work, thus instilling a desire in employees to proactively achieve the company's goals. This research aims to determine the role of inclusive leadership in workforce agility with employee engagement as a mediator. The study involved 155 employees in startup company X, aged between 22 and 35 years. This study is quantitative research. Data collection was conducted via online using the Workforce Agility Scale, Inclusive Leadership Scale, and Employee Engagement Scale. Mediation analysis was performed using SPSS PROCESS MACRO v26. The results indicate that employee engagement can mediate the role of inclusive leadership in workforce agility ($\beta = 1.283$; LLCI = 0.828; ULCI = 1.625; $R^2 = 0.687$). These findings support the research hypothesis that inclusive leadership can enhance workforce agility through employee engagement.

Keywords: *workforce agility, inclusive leadership, employee engagement.*

Abstrak. Dunia industri dihadapkan dengan kondisi yang tidak pasti akibat dari perkembangan teknologi. Perusahaan dituntut untuk mampu beradaptasi dalam menghadapi ketidakpastian termasuk pada perusahaan rintisan atau *startup*. Tenaga kerja yang *agile* menjadi faktor penting bagi kemajuan perusahaan *startup*. *Workforce agility* dapat ditingkatkan dengan adanya peran *inclusive leadership* yang mampu melibatkan dan mengapresiasi kinerja karyawan, dan *employee engagement* yang ditunjukkan dengan perasaan terikat dengan pekerjaan sehingga memunculkan keinginan karyawan untuk berperilaku proaktif dalam mencapai tujuan perusahaan. Penelitian ini bertujuan untuk mengetahui peran *inclusive leadership* terhadap *workforce agility* dengan *employee engagement* sebagai mediator. Studi ini melibatkan 155 karyawan di perusahaan *startup X* dengan rentang usia 22 – 35 tahun. Penelitian ini menggunakan metode kuantitatif. Pengambilan data dilakukan secara *online* dengan menggunakan Skala *Workforce Agility*, Skala *Inclusive Leadership*, dan Skala *Employee Engagement*. Analisis mediasi dilakukan menggunakan SPSS PROCESS MACRO v26. Hasil penelitian menunjukkan bahwa *employee engagement* dapat memediasi peran *inclusive leadership* terhadap *workforce agility* ($\beta = 1,283$; LLCI = 0,828; ULCI = 1,625; $R^2 = 0,687$). Hasil tersebut mendukung hipotesis penelitian bahwa *inclusive leadership* dapat meningkatkan *workforce agility* melalui *employee engagement*.

Kata Kunci: *workforce agility, inclusive leadership, employee engagement.*