

## ABSTRAK

Kondisi lingkungan yang senantiasa dinamis menimbulkan urgensi bagi organisasi untuk terus memperbaiki diri. BPPK sebagai salah satu unit di bawah Kementerian Keuangan telah merencanakan penataan organisasi dalam rangka mewujudkan institusi yang lincah dan adaptif. Dengan konteks penataan organisasi di BPPK, penelitian ini menganalisis pengaruh kepemimpinan berorientasi perubahan dan adaptabilitas pegawai terhadap kinerja pegawai dengan kesiapan berubah sebagai pemediasi. Penelitian ini dilakukan secara kuantitatif dan menggali data melalui survei daring dengan kriteria responden yaitu PNS yang telah bekerja di BPPK sekurang-kurangnya satu tahun. Selama periode pengumpulan data, sebanyak 146 kuesioner diterima dan dapat diolah lebih lanjut. Data tersebut kemudian diolah dengan menggunakan metode SEM-PLS, yaitu melalui uji model pengukuran (*outer model*) dan uji model struktural (*inner model*), serta analisis deskriptif.

Hasil penelitian menunjukkan bahwa seluruh hipotesis terdukung. Kepemimpinan berorientasi perubahan dan adaptabilitas pegawai memengaruhi kesiapan berubah secara langsung, serta kesiapan berubah berpengaruh terhadap kinerja pegawai. Hasil yang serupa juga ditunjukkan dalam hubungan tidak langsung dengan variabel kesiapan berubah sebagai pemediasi. Artinya, kepemimpinan berorientasi perubahan dan adaptabilitas pegawai memengaruhi kinerja pegawai dengan cara meningkatkan kesiapan berubah terlebih dahulu. Meskipun demikian, terdapat efek mediasi yang berbeda dalam kedua hubungan pengaruh ini. Kepemimpinan berorientasi perubahan memengaruhi kinerja pegawai melalui kesiapan berubah dengan efek mediasi penuh, sedangkan adaptabilitas pegawai sebagai variabel independen memiliki efek mediasi parsial. Temuan dalam penelitian ini selain bermanfaat secara akademis juga diharapkan dapat berkontribusi terhadap pengambilan kebijakan di lingkup BPPK dalam masa penataan organisasi, misalnya pentingnya mempersiapkan pegawai untuk berubah meningkatkan adaptabilitas dalam masa perubahan organisasi.

**Kata kunci:** *perubahan organisasi, kesiapan berubah, kepemimpinan berorientasi perubahan, adaptabilitas pegawai, kinerja pegawai*

## ABSTRACTS

*The dynamic on environmental conditions creates an urgency for organizations to continuously improve themselves. The Financial Education and Training Agency (BPPK), as a unit under the Ministry of Finance, has planned organizational restructuring to become a more agile and adaptive. In the context of this organizational restructuring at BPPK, this study analyzes the influence of change-oriented leadership and employee adaptability on employee performance, with readiness for change as mediator. This quantitative research gathered data through an online survey with respondents who are civil servants (PNS) who have worked at BPPK for at least one year. During the data collection period, a total of 146 questionnaires were received and could be further processed. The data was then analyzed using the SEM-PLS method, through measurement model testing (outer model) and structural model testing (inner model), as well as descriptive analysis.*

*The research results indicate that all hypotheses are supported. Change-oriented leadership and employee adaptability directly influence readiness for change, and readiness for change affects employee performance. Similar results are shown in the indirect relationships with readiness for change as a mediator. This means that change-oriented leadership and employee adaptability influence employee performance by first increasing readiness for change. However, there are different mediation effects in these two influence relationships. Change-oriented leadership affects employee performance through readiness for change with a full mediation effect, while employee adaptability as an independent variable has a partial mediation effect. The findings of this study, in addition to being academically beneficial, are also expected to contribute to policy making within BPPK during the organizational restructuring period, such as the importance of preparing employees for change and increasing adaptabilities during the period of organizational change.*

**Keywords:** *organizational change, readiness for change, change-oriented leadership, employee adaptability, employee performance.*