

ABSTRAK

Industri konstruksi nasional saat ini menghadapi tekanan signifikan akibat dinamika eksternal, antara lain kenaikan harga material, ketidakpastian geopolitik, serta rencana merger BUMN karya, termasuk PT Wijaya Karya (Persero) Tbk. (WIKA). Sebagai respons terhadap tantangan tersebut, WIKA melaksanakan program transformasi strategis *House of Transformation* yang memerlukan tingkat kesiapan karyawan (*readiness for change*) yang optimal. Penelitian ini bertujuan untuk menguji pengaruh *change leadership* dan *workplace well-being* terhadap *readiness for change*, dengan *perceived organizational support* sebagai variabel moderasi.

Penelitian ini menggunakan pendekatan kuantitatif melalui survei daring kepada 154 karyawan aktif WIKA. Data dianalisis dengan metode *Structural Equation Modeling Partial Least Squares* (SEM PLS) menggunakan perangkat lunak SmartPLS 4, meliputi pengujian model pengukuran (*outer model*), model struktural (*inner model*), analisis deskriptif, dan pengujian hipotesis.

Hasil penelitian menunjukkan bahwa tiga hipotesis terdukung dan satu hipotesis tidak terdukung. Pertama, *change leadership* berpengaruh positif terhadap *readiness for change*. Kedua, *workplace well-being* berpengaruh positif terhadap *readiness for change*. Ketiga, *perceived organizational support* memoderasi secara negatif hubungan *change leadership* dengan *readiness for change*, yang mengindikasikan bahwa dukungan organisasi yang sangat tinggi dapat mengurangi ketergantungan karyawan pada peran kepemimpinan perubahan. Keempat, *perceived organizational support* memoderasi secara positif hubungan *workplace well-being* dengan *readiness for change*, sehingga memperkuat pengaruh kesejahteraan kerja terhadap kesiapan berubah.

Temuan penelitian ini memberikan kontribusi terhadap pengembangan literatur manajemen perubahan, khususnya pada konteks BUMN di sektor konstruksi, serta menawarkan rekomendasi praktis bagi WIKA dalam menyelaraskan strategi kepemimpinan, program peningkatan kesejahteraan kerja, dan pengelolaan persepsi dukungan organisasi guna mengoptimalkan kesiapan karyawan menghadapi proses transformasi.

Kata kunci: *change leadership, workplace well-being, perceived organizational support, readiness for change*

ABSTRACT

The Indonesian construction industry is currently facing substantial pressure due to external dynamics, including rising material costs, geopolitical uncertainties, and the planned merger of state-owned construction enterprises, among them PT Wijaya Karya (Persero) Tbk. (WIKA). In response to these challenges, WIKA has implemented a strategic transformation program, the House of Transformation, which requires an optimal level of employee readiness for change. This study aims to examine the effects of change leadership and workplace well-being on readiness for change, with perceived organizational support (POS) serving as a moderating variable.

A quantitative approach was employed through an online survey of 154 active WIKA employees. Data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM–PLS) method via SmartPLS 4, encompassing measurement model testing (outer model), structural model testing (inner model), descriptive analysis, and hypothesis testing.

The results of the study indicate that three hypotheses are supported, while one hypothesis is not supported. First, change leadership has a positive effect on readiness for change. Second, workplace well-being also positively influences readiness for change. Third, perceived organizational support negatively moderates the relationship between change leadership and readiness for change, suggesting that very high levels of organizational support may reduce employees' reliance on change leadership. Fourth, perceived organizational support positively moderates the relationship between workplace well-being and readiness for change, thereby strengthening the influence of workplace well-being on change readiness.

This study contributes to the body of knowledge on change management, particularly within the context of state-owned enterprises in the construction sector, and offers practical recommendations for WIKA to align leadership strategies, workplace well-being initiatives, and the management of perceived organizational support in order to optimize employee readiness for organizational transformation.

Keywords: *change leadership, workplace well-being, perceived organizational support, readiness for change*