

PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, MANAJEMEN PERUBAHAN, *EMPLOYEE ENGAGEMENT* TERHADAP KEUNGGULAN KOMPETITIF POLITEKNIK PELAYARAN BPSDM KEMENTERIAN PERHUBUNGAN

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ABSTRAK

Upaya untuk menghasilkan lulusan Politeknik Pelayaran yang kompetitif hanya bisa dihasilkan oleh Politeknik Pelayaran yang terus-menerus meningkatkan kualitas dan kuantitas lulusannya melalui pengelolaan perubahan yang positif. Perubahan tersebut tidak hanya pada level organisasi, tetapi juga pada level individu. Hal ini bisa tercipta apabila setiap SDM di Politeknik Pelayaran tersebut memiliki level *engagement* yang tinggi, didukung oleh kepemimpinan yang mampu mengarahkan perubahan organisasi menuju visi bersama untuk keunggulan kompetitif. Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh variabel kepemimpinan transformasional, manajemen perubahan, dan *employee engagement* terhadap keunggulan kompetitif Politeknik Pelayaran di lingkungan BPSDM (Badan Pengembangan Sumber Daya Manusia) Kementerian Perhubungan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei dan teknik analisis jalur yang melibatkan 200 tenaga pendidik di 9 (Sembilan) Politeknik Pelayaran yang tersebar di Indonesia sebagai sampel. Hasil temuan menunjukkan bahwa kepemimpinan transformasional, manajemen perubahan, dan *employee engagement* berpengaruh langsung positif terhadap keunggulan kompetitif, serta kepemimpinan transformasional berpengaruh langsung positif terhadap manajemen perubahan dan *employee engagement*, begitu juga manajemen perubahan berpengaruh langsung positif terhadap *employee engagement*. Temuan lain menunjukkan bahwa *employee engagement* dan manajemen perubahan berperan memediasi pengaruh kepemimpinan transformasional terhadap keunggulan kompetitif, begitu juga *employee engagement* berperan memediasi pengaruh manajemen perubahan terhadap keunggulan kompetitif. Berdasarkan hasil penelitian ini, faktor organisasi, grup, dan individu dalam bentuk kepemimpinan transformasional, manajemen perubahan dan *employee engagement* perlu disinergikan bersama dan menjadi faktor strategis untuk meningkatkan keunggulan kompetitif Politeknik Pelayaran.

Kata kunci: kepemimpinan transformasional, manajemen perubahan, *employee engagement*, keunggulan kompetitif

*THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, CHANGE
MANAGEMENT AND EMPLOYEE ENGAGEMENT TO COMPETITIVE
ADVANTAGE AT MARINE POLYTECNICS BPSDM MINISTRY OF
TRANSPORTATION*

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ABSTRACT

Efforts to produce competitive Marine HR graduates can only be generated by Shipping Polytechnics which continuously improves the quality and quantity of graduates, through managing positive change. These changes are not only at the organizational level but at the individual level. This can be created if every HR in the shipping Polytechnic has a high level of engagement, supported by leadership who is able to direct organizational change towards a shared vision for competitive advantage. This study aims to determine and analyze the influence of transformational leadership variables, change management and employee engagement on the competitive advantage of the Transportation Ministry of Transportation's Polytechnic BPSDM. This research uses a quantitative approach with a survey method and technical analysis of the pathway involving a sample of 200 respondents of teaching staff in 9 Marine Polytechnics spread across Indonesia. The findings show that transformational leadership, change management, employee engagement has a direct positive effect on competitive advantage, and transformational leadership has a direct positive effect on change management and employee engagement, as well as change management has a positive effect on employee engagement. Other findings show that employee engagement and change management play a role in mediating the influence of transformational leadership on competitive advantage, as well as employee engagement playing a role in mediating the effect of change management on competitive advantage. Based on the results of this study that organizational, group and individual factors in the form of transformational leadership, change management, and employee engagement need to be synergized together and become strategic factors to increase the competitive advantage of the Shipping Polytechnic.

Key words: transformational leadership, change management, employee engagement, competitive advantage