

## ABSTRAK

Penelitian ini dilatarbelakangi oleh fenomena belum optimalnya kinerja karyawan PT. Telkom, Tbk. Beberapa faktor yang mendasarinya adalah modal psikologis, persepsi dukungan organisasi dan kepemimpinan transformasional. Penelitian ini bertujuan untuk menganalisa pengaruh *psychological capital*, *perceived organizational support*, dan *transformational leadership* terhadap kinerja karyawan dengan *readiness for change* sebagai mediator. Populasi penelitian adalah karyawan Telkom yang berlokasi di Jakarta dengan jumlah sampel sebanyak 100 responden. Teknik pengambilan sampel menggunakan teknik *purposive sampling*. Data dikumpulkan menggunakan instrumen kuesioner dan dianalisis dengan program SmartPLS. Hasil penelitian menunjukkan bahwa *psychological capital* berpengaruh positif dan signifikan terhadap *readiness for change*; *perceived organizational support* dan *transformational leadership* berpengaruh tidak signifikan terhadap *readiness for change*; *psychological capital* dan *readiness for change* berpengaruh positif dan signifikan terhadap kinerja karyawan, *perceived organizational support* dan *transformational leadership* berpengaruh tidak signifikan terhadap kinerja karyawan; *readiness for change* berpengaruh positif dan signifikan dalam memediasi hubungan antara *psychological capital* terhadap kinerja karyawan; *readiness for change* berperan sebagai pemediator parsial dan pengaruhnya memperlemah; *readiness for change* berpengaruh tidak signifikan dalam memediasi pengaruh *perceived organizational support* dan *transformational leadership* terhadap kinerja karyawan. Implikasi secara teoritis berkontribusi memperkaya pengembangan ilmu manajemen sumber daya manusia dan manajemen perubahan. Secara praktis, perusahaan dapat menciptakan lingkungan kerja yang kondusif dan penerapan gaya kepemimpinan yang disesuaikan dengan banyak faktor seperti tingkat kebutuhan bawahan, karakteristik karyawan, kepribadian, dan situasi tertentu.

**Kata Kunci:** kinerja karyawan, *readiness for change*, *psychological capital*, *perceived organizational support*, *transformational leadership*.

## **ABSTRACT**

*This research is motivated by the phenomenon that the employee performance of PT. Telkom, Tbk. Some of the underlying factors are psychological capital, perceived organizational support and transformational leadership. This study aims to analyze the psychological capital, perceived organizational support and transformational leadership on employee performance with readiness for change as a mediator factor. The population of this research were employees of PT. Telkom, Tbk. with a sample of 100 respondent. The sampling technique in the study is purposive sampling technique. Data were collected using a questionnaire instrument and analyzed using the SmartPLS program. The results showed that psychological capital has a positive and significant effect on readiness for change; perceived organizational support and transformational leadership have no significant effect on readiness for change; psychological capital and readiness for change have a positive and significant effect on employee performance; perceived organizational support and transformational leadership have no significant effect on employee performance; readiness for change have a positive and significant effect on relationship between psychological capital and employee performance; readiness for change as a partial mediator; readiness for change have no significant effect on employee performance mediated by readiness for change. The results of this study have theoretical and managerial implications. The theoretical implications contribute to enriching the development of human resource management and change management. Practically, companies can create a conducive work environment and apply a leadership style that is adapted to many factors such as the level of needs of subordinates, employee characteristics, personality, and certain situations.*

**Keywords:** *employee performance, readiness for change, psychological capital, perceived organizational support, transformational leadership.*