

## RINGKASAN

Penelitian ini merupakan penelitian survei pada pegawai pemasyarakatan di Jawa Tengah. Penelitian ini mengambil judul: “*Pengaruh Kepemimpinan Transformasional terhadap Employee Agility melalui Perilaku Kerja Inovatif (Studi Empiris pada Pegawai Pemasyarakatan Jawa Tengah)*”. Tujuan dari penelitian ini adalah menganalisis pengaruh kepemimpinan transformasional terhadap *employee agility*, menganalisis pengaruh kepemimpinan transformasional terhadap perilaku kerja inovatif, menganalisis pengaruh perilaku kerja inovatif terhadap *employee agility*, serta menganalisis peran mediasi perilaku kerja inovatif pada hubungan kepemimpinan transformasional dengan *employee agility*.

Populasi dalam penelitian ini adalah pegawai pemasyarakatan yang bekerja di Lapas Kelas II dan Rutan di Jawa Tengah. Penentuan sampel dilakukan dengan mempertimbangkan pegawai yang telah memiliki masa kerja minimal dua tahun agar pemahaman terhadap lingkungan kerja sudah terbentuk dengan baik. Metode analisis yang digunakan adalah Partial Least Square (PLS-SEM) untuk menguji pengaruh langsung maupun tidak langsung antarvariabel penelitian.

Hasil penelitian ini menunjukkan bahwa kepemimpinan transformasional berpengaruh signifikan terhadap *employee agility*. Selain itu, kepemimpinan transformasional berpengaruh signifikan terhadap perilaku kerja inovatif, dan perilaku kerja inovatif juga terbukti berpengaruh signifikan terhadap *employee agility*. Temuan lainnya menunjukkan bahwa perilaku kerja inovatif berperan sebagai variabel mediasi dalam hubungan kepemimpinan transformasional terhadap *employee agility*.

Implikasi dari penelitian ini adalah perlunya penguatan praktik kepemimpinan transformasional di lingkungan pemasyarakatan, khususnya di Lapas Kelas II Jawa Tengah. Pemimpin diharapkan mampu memberikan inspirasi, perhatian individual, serta stimulasi intelektual bagi pegawai agar tumbuh budaya inovatif yang pada akhirnya meningkatkan *agility* pegawai. Hasil penelitian ini juga memberikan kontribusi praktis dalam pengembangan strategi sumber daya manusia di sektor publik, terutama dalam membentuk pegawai yang adaptif, kreatif, dan responsif terhadap perubahan.

**Kata Kunci:** Kepemimpinan Transformasional, Perilaku Kerja Inovatif, *Employee Agility*

## **SUMMARY**

*This research is a survey study conducted on correctional officers in Central Java. The research is entitled: “The Effect of Transformational Leadership on Employee Agility through Innovative Work Behavior (An Empirical Study on Correctional Officers in Central Java)”. The purpose of this study is to analyze the effect of transformational leadership on employee agility, to analyze the effect of transformational leadership on innovative work behavior, to analyze the effect of innovative work behavior on employee agility, and to analyze the mediating role of innovative work behavior in the relationship between transformational leadership and employee agility.*

*The population in this study consists of correctional officers working in Class II Correctional Institutions and Detention Centers in Central Java. The sampling process considered employees with at least two years of service to ensure that respondents had developed a proper understanding of their work environment. The analytical method employed was Partial Least Squares Structural Equation Modeling (PLS-SEM) to test both direct and indirect effects among the research variables.*

*The findings indicate that transformational leadership has a significant effect on employee agility. Moreover, transformational leadership significantly influences innovative work behavior, and innovative work behavior significantly affects employee agility. Another important finding shows that innovative work behavior serves as a mediating variable in the relationship between transformational leadership and employee agility.*

*The implications of this research highlight the importance of strengthening transformational leadership practices in correctional institutions, particularly in Class II facilities across Central Java. Leaders are expected to provide inspiration, individual consideration, and intellectual stimulation to employees in order to foster an innovative culture, which ultimately enhances employee agility. These findings also offer practical contributions to human resource development strategies in the public sector, especially in shaping employees who are adaptive, creative, and responsive to change.*

**Keywords:** *Transformational Leadership, Innovative Work Behavior, Employee Agility*