

PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, MANAJEMEN PERUBAHAN, BUDAYA ORGANISASI, INFRASTRUKTUR DIGITAL DAN KOLABORASI INDUSTRI TERHADAP KESIAPAN KERJA LULUSAN MELALUI DUKUNGAN ORGANISASI DI ERA REVOLUSI INDUSTRI 4.0 PADA PERGURUAN TINGGI SWASTA DI PEKANBARU

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional, manajemen perubahan, budaya organisasi, infrastruktur digital, dan kolaborasi industri terhadap kesiapan kerja lulusan, baik secara langsung maupun tidak langsung melalui dukungan organisasi sebagai variabel mediasi, pada Perguruan Tinggi Swasta di Kota Pekanbaru di era Revolusi Industri 4.0. Latar belakang penelitian ini didasarkan pada masih terdapatnya kesenjangan antara kompetensi lulusan dengan kebutuhan dunia usaha dan dunia industri, yang ditandai dengan lamanya masa tunggu kerja dan rendahnya tingkat kesesuaian bidang pekerjaan lulusan.

Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian asosiatif kausal. Objek penelitian adalah tiga Perguruan Tinggi Swasta di Pekanbaru, yaitu Universitas Islam Riau (UIR), Universitas Lancang Kuning (UNILAK), dan Universitas Muhammadiyah Riau (UMRI). Populasi berjumlah 1.185 dosen tetap, dan sampel ditetapkan sebanyak 385 responden menggunakan teknik purposive sampling dengan Rumus Cochran yang didistribusikan secara proporsional. Analisis data menggunakan Structural Equation Modeling berbasis Partial Least Square (SEM-PLS).

Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh signifikan terhadap dukungan organisasi dan kesiapan kerja lulusan. Manajemen perubahan berpengaruh signifikan terhadap dukungan organisasi, namun tidak berpengaruh signifikan secara langsung terhadap kesiapan kerja lulusan. Budaya organisasi berpengaruh signifikan terhadap dukungan organisasi maupun kesiapan kerja lulusan. Infrastruktur digital tidak berpengaruh signifikan terhadap dukungan organisasi, tetapi berpengaruh signifikan terhadap kesiapan kerja lulusan. Kolaborasi industri berpengaruh signifikan terhadap dukungan organisasi dan kesiapan kerja lulusan. Dukungan organisasi secara langsung tidak berpengaruh signifikan terhadap kesiapan kerja lulusan. Secara tidak langsung, hanya kepemimpinan transformasional yang terbukti berpengaruh signifikan terhadap kesiapan kerja lulusan melalui dukungan organisasi, sementara variabel lainnya tidak terbukti signifikan melalui jalur mediasi tersebut.

Penelitian ini memberikan kontribusi teoritis melalui integrasi Resource Based View (RBV), Organizational Support Theory (OST), dan Social Exchange Theory (SET) dalam satu model penelitian yang komprehensif. Implikasi praktis penelitian ini menekankan pentingnya penguatan kepemimpinan transformasional, transformasi budaya organisasi, peningkatan infrastruktur digital, dan intensifikasi kolaborasi dengan dunia industri sebagai strategi utama dalam meningkatkan kesiapan kerja lulusan Perguruan Tinggi Swasta di Pekanbaru.

Kata Kunci: Kepemimpinan Transformasional, Manajemen Perubahan, Budaya Organisasi, Infrastruktur Digital, Kolaborasi Industri, Dukungan Organisasi, Kesiapan Kerja Lulusan, Revolusi Industri 4.0, SEM-PLS.

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, CHANGE MANAGEMENT, ORGANIZATIONAL CULTURE, DIGITAL INFRASTRUCTURE, AND INDUSTRY COLLABORATION ON GRADUATE WORK READINESS THROUGH ORGANIZATIONAL SUPPORT IN THE ERA OF INDUSTRIAL REVOLUTION 4.0 AT PRIVATE UNIVERSITIES IN PEKANBARU

ABSTRACT

This study aims to analyze the effects of transformational leadership, change management, organizational culture, digital infrastructure, and industry collaboration on graduate work readiness, both directly and indirectly through organizational support as a mediating variable, at private universities in Pekanbaru in the era of Industrial Revolution 4.0. The study is motivated by the persisting gap between graduate competencies and the demands of the business and industrial world, as reflected in prolonged graduate employment waiting periods and low occupational field alignment.

This research employed a quantitative approach with causal associative design. The research objects were three private universities in Pekanbaru: Universitas Islam Riau (UIR), Universitas Lancang Kuning (UNILAK), and Universitas Muhammadiyah Riau (UMRI). The research population consisted of 1,185 permanent lecturers, and a sample of 385 respondents was determined using purposive sampling with the Cochran formula, distributed proportionally. Data analysis was performed using Structural Equation Modeling based on Partial Least Square (SEM-PLS).

The findings reveal that transformational leadership has a significant effect on both organizational support and graduate work readiness. Change management significantly affects organizational support but has no significant direct effect on graduate work readiness. Organizational culture significantly affects both organizational support and graduate work readiness. Digital infrastructure has no significant effect on organizational support, yet has a significant direct effect on graduate work readiness. Industry collaboration significantly affects both organizational support and graduate work readiness. Organizational support has no significant direct effect on graduate work readiness. Among the indirect effects, only transformational leadership through organizational support proved to have a significant effect on graduate work readiness, while the other variables showed no significant indirect effects through the mediation path.

This study contributes theoretically through the integration of Resource Based View (RBV), Organizational Support Theory (OST), and Social Exchange Theory (SET) within a single comprehensive research model. Practically, the findings underscore the importance of strengthening transformational leadership, transforming organizational culture, enhancing digital infrastructure, and intensifying industry collaboration as key strategies for improving graduate work readiness at private universities in Pekanbaru.

Keywords: *Transformational Leadership, Change Management, Organizational Culture, Digital Infrastructure, Industry Collaboration, Organizational Support, Graduate Work Readiness, Industrial Revolution 4.0, SEM-PLS.*