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Psychological Conditions, Transformational Leadership, and Change Oriented Work Engagement for Employee Adaptive Behavior during Public Sector Change

Dinda Aulia Savira¹, Elok Savitri Pusparini²¹Universitas Indonesia, Jakarta, Indonesia, dindaauliasavira@gmail.com²Universitas Indonesia, Jakarta, Indonesia, eloksp@ui.ac.idCorresponding Author: dindaauliasavira@gmail.com¹

Abstract: This study examines the effects of change meaningfulness, psychological safety, change self-efficacy, and transformational leadership on proactive work behavior and championing behavior through the mediating role of change-oriented work engagement among employees in an Indonesian Government Secretariat Institution undergoing organizational transformation. Using a quantitative survey approach, 414 valid responses were analyzed with PLS-SEM through SmartPLS. The results show that transformational leadership is the strongest predictor of change-oriented work engagement, followed by change self-efficacy and psychological safety, while change meaningfulness has no significant direct effect. Furthermore, change-oriented work engagement significantly mediates the relationship between all predictors and both adaptive behaviors, particularly championing behavior, highlighting its important role in supporting organizational change in the Indonesian public sector.

Keyword: Change-Oriented Work Engagement, Change Meaningfulness, Psychological Safety, Change Self-Efficacy, Transformational Leadership, Proactive Work Behavior, Championing Behavior.

INTRODUCTION

The government is taking steps to restructure its organization through bureaucratic reform with 8 areas of change in the grand design that has been prepared, namely organization, governance, legislation, human resources of civil servants, supervision, accountability, public services, mindset, and work culture of civil servants (Prabowo et al., 2022). Government institutions in Indonesia, including the work environment of the Government Secretariat Agency, have continued to face significant organizational changes over the past few years due to bureaucratic demands and national policies (Prabowo et al., 2022). The increasingly complex strategic environment demands for efficiency, developments in digital technology, and increasing expectations of public transparency

require government institutions to continuously adjust their structures, processes, and work mechanisms (Kementerian PANRB, 2020).



Source: Ministry of Administrative and Bureaucratic Reform (2020)

Figure 1. Areas of Change in Bureaucratic Reform

In the Indonesian context, the change in national leadership in 2024 marks a crucial moment for the restructuring of the central bureaucracy with the formation of the Red and White Cabinet (Dharmaningtias, 2024). This not only marks a political transition but also marks the starting point for a large-scale restructuring of ministries and institutions (K/L) (Dharmaningtias, 2024). During the new administration, the country's leaders prioritize bureaucratic reform and organizational efficiency. This is realized through a series of regulations and strategic decisions that transform the institutional architecture of the central government at the beginning of the administration (Supriatno, 2024).

In line with the issuance of Presidential Regulation Number 139 of 2024 and Presidential Decree Number 133/P of 2024 concerning the formation of the Red and White Cabinet for the 2024–2029 period, the government is merging, separating, and establishing new ministries to improve coordination, efficiency, and effectiveness in the implementation of government duties. This step aims to reduce overlapping functions and strengthen policy integration between institutions (Gusman, 2024). One significant change occurred in the Government Secretariat Agency, which was integrated into the Ministry of State as part of a more integrated presidential management support system. This integration resulted in changes to the organizational structure, chain of command, work systems, and adjustments to functions and coordination between work units (Insani et al., 2022). Furthermore, digital transformation through the implementation of SPBE and the transformation of structural positions into functional positions has also encouraged the bureaucracy to become more professional, adaptive, and competency-based (Rahmadi, 2025); (Hanjani & Muslim, 2024). These organizational changes are not only structural but also have psychological and behavioral implications for employees, who are required to adapt to new roles, work systems, and performance demands (Albrecht et al., 2020).

The Indonesian bureaucracy faces various challenges in the era of reform and organizational transformation, ranging from the complexity of cross-agency coordination,

imbalances in digital transformation, competency gaps among civil servants (ASN), resistance to change, and increasing public demand for fast, transparent, and adaptive services (Ministry of Administrative and Bureaucratic Reform, 2024). This situation indicates that the success of bureaucratic reform depends not only on structural changes but also on the psychological and behavioral readiness of employees to face organizational change.

The gap between reform policies and actual employee behavior is often influenced by resistance to change and the tendency for employees to remain in their bureaucratic comfort zones (Saputra, 2025). Furthermore, disparities in human resource quality also exacerbate the challenges of organizational change (Nisa et al., 2022). Therefore, the success of change is greatly influenced by how employees interpret change, feel psychologically safe, and believe in their ability to adapt (Lewis, 2025). One crucial factor is change meaningfulness, the extent to which employees perceive change as meaningful to themselves and the organization (Faisaluddin et al., 2024). Employees who understand the goals of change tend to be more positive and actively engaged in the change process (Meng et al., 2022). Another contributing factor is change self-efficacy, which is employees' confidence in their ability to navigate organizational change (Jotha & Widyastuti, 2025).

Transformational leadership plays a crucial role in supporting these psychological aspects through the leader's ability to inspire, provide vision, and encourage employee involvement in organizational change (Dinda & Wahyuni, 2023); (Islam et al., 2021). All of these factors ultimately lead to change-oriented work engagement, which is the active involvement of employees in supporting organizational change, which serves as a bridge between psychological well-being, leadership, and pro-change work behaviors (Albrecht et al., 2020).

Studies show that 30% to 70% of organizational change failures are caused not by weaknesses in policy design or formal structures, but rather by a lack of employee support and engagement in the change process (Albrecht et al., 2023). A Gallup (2023) revealed that employee engagement levels in Indonesia during the 2020–2022 period remained relatively low. Only about a quarter of employees demonstrated optimal engagement, while the majority fell into the disengaged category, and a small proportion fell into the group that was actively disengaged from work and organizational activities. This condition is not only present in the private sector but is also clearly reflected in the public sector.

The Ministry of Administrative and Bureaucratic Reform (2024), found that the national Net Promoter Score for civil servants only reached 14.05% of approximately 200,000 respondents, with administrative positions recording a figure below 10% (Achsan et al., 2025). Although considered good, these results indicate that many public servants still lack strong attachment and loyalty to their institutions, making them vulnerable to apathy toward change. A similar situation was seen in the 2022 National AKHLAK Survey conducted by the Ministry of PANRB, where the adaptive aspect only scored 38.9% and was categorized as unhealthy, indicating low civil servant readiness to face change and innovation. In this context, change-oriented work engagement is crucial to encourage pro-change behaviors such as proactive work behavior and championing behavior. Proactive work behavior is employee initiative to improve work situations and create change without direct instruction (Mawaddah et al., 2025). Meanwhile, championing behavior describes employee courage in promoting change, influencing coworkers, and maintaining support for innovation despite resistance (Fitriana, 2022); (Islam et al., 2021). These two behaviors complement each other in the organizational change process, where proactive work behavior plays a role in the idea initiation stage, while championing behavior focuses on mobilizing support and implementing ideas. However, pro-change behavior does not emerge automatically and requires psychological conditions and a supportive organizational environment (Dinda & Wahyuni, 2023). Although various studies have discussed

psychological factors and leadership in organizations, a research gap remains, especially in the context of the Indonesian public sector. Most previous studies have been conducted in the private sector and have not integrated the factors of change meaningfulness, psychological safety, change self-efficacy, and transformational leadership in explaining pro-change behavior through the mediation of change-oriented work engagement. Therefore, this research is important to provide theoretical and practical contributions in supporting the effectiveness of bureaucratic reform and the success of organizational transformation in the Indonesian public sector.

METHOD

This study used a quantitative approach with a causal research design to examine the relationship between change meaningfulness, psychological safety, change self-efficacy, and transformational leadership on proactive work behavior and championing behavior through the mediation of change-oriented work engagement. The study was conducted on employees of the Government Secretariat Agency undergoing organizational transformation. The research approach was cross-sectional because data were collected over a specific period of time through an online survey using a structured questionnaire.

The study population consisted of civil servants involved in and affected by organizational change, both in structural and functional positions. The sampling technique used purposive sampling, with respondents being active employees who understood the organizational change process in their agency. Of the 542 respondents, 414 data were deemed valid and were analyzed further.

The research instrument was adapted from (Albrecht et al., 2023) and (Islam et al., 2021) using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The variables measured included change meaningfulness, psychological safety, change self-efficacy, transformational leadership, change-oriented work engagement, proactive work behavior, and championing behavior.

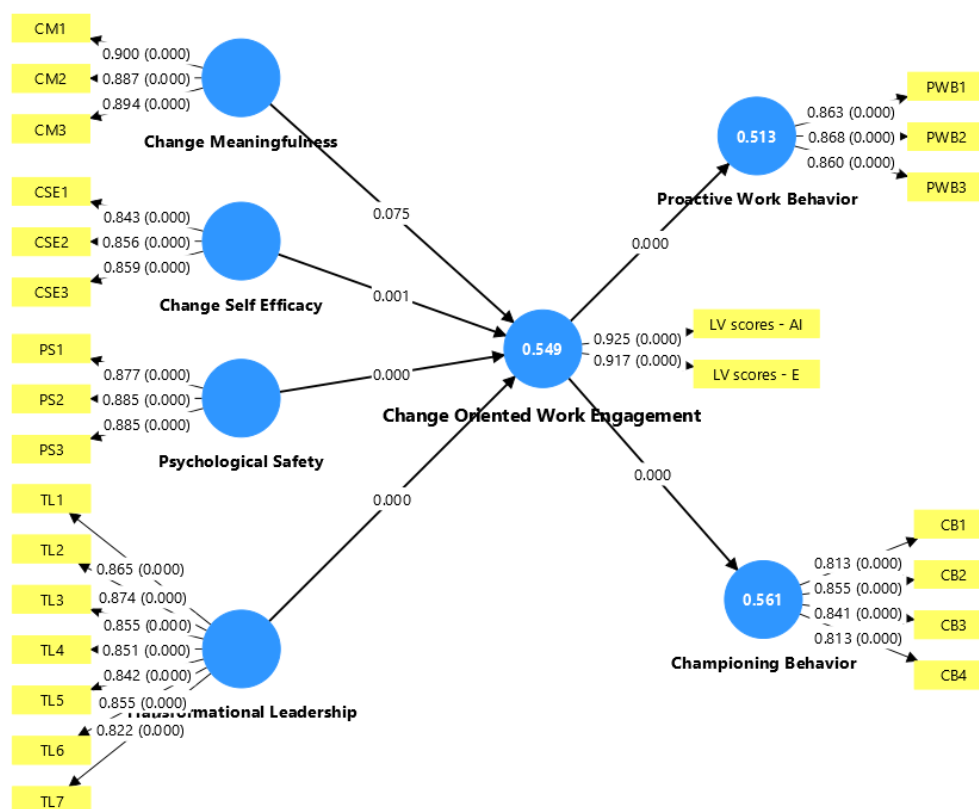
Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method through the SmartPLS application. Testing included an outer model analysis to measure construct validity and reliability, and an inner model analysis to examine relationships between variables and mediating effects. Hypothesis testing was conducted using bootstrapping techniques by examining path coefficients, t-statistics, and p-values.

RESULT AND DISCUSSION

Measurement Model Testing (Outer Model)

Outer model testing was conducted to test the validity and reliability of indicators in measuring research constructs. Outer model evaluation was conducted by looking at the outer loading value, average variance extracted (AVE), composite reliability, Cronbach's alpha, cross loading, heterotrait-monotrait ratio (HTMT), and variance inflation factor (VIF). An indicator is declared valid if it has an outer loading value of more than 0.70 and an AVE value of more than 0.50. A construct is declared reliable if it has a composite reliability value and Cronbach's alpha of more than 0.70. Discriminant validity is assessed using the HTMT value which must be less than 0.90. In addition, the VIF value must be less than 5 to indicate no multicollinearity between indicators. From the main test used with a total of 414 respondents, the following results were obtained.

1. Convergent Validity Test Results (Outer Loading)



Source: Researcher's Work, 2026

Figure 2. PLS-SEM Measurement Model (Outer Loading and p-value)

Based on the figure above, it shows that the Change Meaningfulness variable is measured using three indicators, namely CM1, CM2, and CM3. Based on the results of the outer loading test, all indicators have outer loading values above 0.70, namely CM1 at 0.900, CM2 at 0.887, and CM3 at 0.894. The highest outer loading value is found in the CM1 indicator at 0.900, which indicates that this indicator is the strongest indicator in measuring the Change Meaningfulness variable. Thus, all indicators in the Change Meaningfulness variable are declared valid and able to represent the Change Meaningfulness construct well.

2. Construct Reliability and Validity Test Results

Table 1. Construct Reliability and Validity Table

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Change Meaningfulness	0.874	0.874	0.922	0.798
Psychological Safety	0.858	0.858	0.913	0.778
Change Self-Efficacy	0.813	0.817	0.889	0.727
Transformational Leadership	0.937	0.938	0.949	0.726
Change Oriented Work Engagement	0.821	0.823	0.918	0.848
Proactive Work Behavior	0.830	0.831	0.898	0.746
Championing Behavior	0.850	0.850	0.899	0.690

Based on the results of construct reliability and validity testing, all research variables have Cronbach's alpha and composite reliability values above 0.70, and AVE values above 0.50. This indicates that all constructs in this study have met the criteria for reliability and

convergent validity, so that the indicators used in this study are declared reliable and valid in measuring the research constructs. The Transformational Leadership variable has the highest composite reliability value of 0.949, indicating that the indicators in the Transformational Leadership variable have very high internal consistency. Meanwhile, the Change Meaningfulness variable has a composite reliability value of 0.922, which also indicates good reliability. The highest AVE value is found in the Change Oriented Work Engagement variable at 0.848, indicating that this variable has a very good level of convergent validity.

3. Discriminant Validity Test Results

Discriminant validity in this study was tested using three approaches: the Heterotrait-Monotrait Ratio (HTMT), the Fornell–Larcker criterion, and cross-loading. Discriminant validity testing aims to ensure that each construct in the study has a distinct concept and that the indicators used do not measure other constructs. Discriminant validity is considered met if the HTMT value between constructs is less than 0.90. Based on the HTMT test results, all HTMT values between variables in this study were below 0.90. This indicates that each construct in this study has good discriminant validity, meaning each latent variable in this study has a distinct concept and there are no discriminant validity issues.

In addition to using HTMT, discriminant validity in this study was also tested using the Fornell–Larcker criterion. The Fornell–Larcker criterion states that the square root of the Average Variance Extracted (AVE) for each construct must be greater than the correlation between that construct and the other constructs.

Based on the results of the Fornell–Larcker test, it is known that the square root value of AVE in each variable, namely Championing Behavior of 0.830, Change Meaningfulness of 0.893, Change Oriented Work Engagement of 0.921, Change Self-Efficacy of 0.853, Psychological Safety of 0.882, Proactive Work Behavior of 0.864 and Transformational Leadership of 0.852 has a greater value compared to the correlation between other constructs. So that all variables in this study have met the discriminant validity criteria based on the Fornell–Larcker criteria, so that each construct in this study can be said to have good discriminant validity.

Structural Model Test Results (Inner Model)

Inner model testing was conducted to determine the relationships between latent variables in the research model and to test the research hypotheses. Inner model evaluation was conducted by examining the R-squared, F-squared, Standardized Root Mean Square Residual (SRMR), path coefficient, and specific indirect effect values.

1. R Square Test Results

The coefficient of determination (R Square) is used to measure the ability of independent variables to explain the dependent variable in the research model. In addition to R Square, the SEM-PLS research also uses the Adjusted R Square value, which is the R Square value that has been adjusted for the number of independent variables in the model. The Adjusted R Square value is considered more accurate in explaining the model's ability because it has taken into account the complexity of the research model. Based on the results of the inner model test, the R Square and Adjusted R Square values for each endogenous variable are obtained as follows:

Table 2. Table R²

Variabel	R ²	R ² adjusted	Keterangan
Championing Behavior	0.561	0.560	Substansial
Change Oriented Work Engagement	0.549	0.544	Substansial
Proactive Work Behavior	0.513	0.512	Substansial

The R² value of 0.561 for the Championing Behavior variable indicates that 56.1% of the Championing Behavior variable can be explained by the variables Change Meaningfulness, Psychological Safety, Change Self-Efficacy, Transformational Leadership, and Change-Oriented Work Engagement, while the remaining 43.9% is explained by other variables outside the research model. The Adjusted R² value of 0.560 indicates that after adjusting for the number of independent variables, the model's ability to explain Championing Behavior remains moderate.

The R² value of 0.549 for the Change Oriented Work Engagement variable indicates that 54.9% of the Change Oriented Work Engagement variable can be explained by the variables Change Meaningfulness, Psychological Safety, Change Self-Efficacy, and Transformational Leadership, while the remaining 45.1% is explained by other variables outside the research model. The Adjusted R² value of 0.544 indicates that the model still has sufficient explanatory power for the Change Oriented Work Engagement variable. Similarly, the R² value of 0.513 for the Proactive Work Behavior variable. The Adjusted R² value of 0.512 indicates that the model has quite good explanatory power for the Proactive Work Behavior variable.

2. f Square Test Results

The f² value is used to measure the effect size, or the magnitude of the influence of exogenous variables on endogenous variables in a structural model. An f² value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect. The Change Meaningfulness variable has an f² value of 0.014 on Change-Oriented Work Engagement, which falls into the small effect category. The Change Self-Efficacy variable has an f² value of 0.054 on Change-Oriented Work Engagement, which also falls into the small effect category. The Psychological Safety variable has an f² value of 0.032 on Change-Oriented Work Engagement, which falls into the small effect category.

Furthermore, the Transformational Leadership variable has an f² value of 0.303 on Change-Oriented Work Engagement, which falls into the large effect category. This indicates that Transformational Leadership has a significant influence on increasing Change-Oriented Work Engagement compared to other variables. The Change-Oriented Work Engagement variable has an f² value of 1.277 on Championing Behavior and 1.053 on Proactive Work Behavior, which falls into the large influence category. This indicates that Change-Oriented Work Engagement has a very significant influence on Championing Behavior and Proactive Work Behavior.

Table 3. Table f²

Variabel	CB	COWE	PWB
CB			
CM		0.014	
COWE	1.277		1.053
CSE		0.054	
PS		0.032	
PWB			
TL		0.303	

3. Multicollinearity Test Results (VIF)

Table 4. Collinearity Table (VIF) Outer Model

Variabel	VIF
CM1	2.411
CM2	2.289
CM3	2.337
PS1	2.036

Variabel	VIF
PS2	2.270
PS3	2.177
CSE1	1.800
CSE2	1.850
CSE3	1.722
AI	1.943
E	1.943

Based on the results of multicollinearity testing using the Variance Inflation Factor (VIF) value, the VIF values for each indicator ranged from 1.722 to 3.164. The highest VIF value was found in the TL2 indicator at 3.164, while the lowest VIF value was found in the CSE3 indicator at 1.722. According to (Hair et al., 2019), a VIF value exceeding 5 indicates multicollinearity problems, and a VIF value below 3 is generally considered ideal and indicates no indication of multicollinearity. While values between 3 and 5 are still tolerable if there is a strong theoretical basis. The test results indicate that this research model does not experience multicollinearity problems and is suitable for further analysis.

4. Model Fit Test Results

Structural model evaluation was also conducted by examining the model fit values, including SRMR, d_ULS, d_G, Chi-square, and Normed Fit Index (NFI). The research model is considered to have good goodness of fit if the SRMR value is less than 0.10 and the NFI value is close to 1. The SRMR value obtained is 0.045 for the estimated model and 0.083 for the saturated model. The SRMR value for the estimated model and saturated model is less than 0.10, so the research model can be said to have good goodness of fit.

Table 5. Model Fit Test Results

Results	Saturated model	Estimated model
SRMR	0.045	0.083
d_ULS	0.658	2.215
d_G	0.427	0.536
Chi-square	1050.881	1221.896
NFI	0.862	0.839

The Normed Fit Index (NFI) value for the estimated model was 0.839 and for the saturated model was 0.862. An NFI value close to 1 indicates a good fit between the model and the research data. Furthermore, the d_ULS and d_G values for the estimated model were 2.215 and 0.536, respectively, indicating that the difference between the empirical covariance matrix and the model covariance matrix was within acceptable limits.

Table 6. Model Fit Test Results

Variable	AVE	R Square	Information
Change Meaningfulness	0.798	-	Good Fit
Psychological Safety	0.778	-	
Change Self-Efficacy	0.727	-	
Transformational Leadership	0.726	-	
Change Oriented Work Engagement	0.848	0.544	
Championing Behavior	0.690	0.560	
Proactive Work Behavior	0.746	0.512	
Average	0.759	0.539	
Goodness of Fit (GoF)	0.640		

Furthermore, Goodness of Fit (GOF) is used to measure the overall ability of the model to explain empirical data. The Goodness of Fit value is obtained from the square root of the

product of the average AVE and the average R Square. The Goodness of Fit criteria are: a Goodness of Fit value of 0.10 is categorized as small, a Goodness of Fit value of 0.25 is categorized as moderate, and a GoF value of 0.36 is categorized as large (Hair et al., 2019). Based on the results of the model fit test and the Goodness of Fit calculation, the research model falls into the good fit category. This indicates that the research model has good ability to explain the relationship between variables in the study as a whole and can be said to have good predictive and explanatory ability for the endogenous variables in the study. Therefore, the structural model in this study is suitable for use in hypothesis testing.

5. Research Hypothesis Analysis

Based on the results of the analysis of the direct and indirect relationships between variables in this study, the overall conclusions from testing all hypotheses can be summarized in the table below.

Table 7. Conclusion of Hypothesis Test Results

	Research Hypothesis	Conclusion
H1	Change Meaningfulness has a direct positive influence on Change Oriented Work Engagement	Data does not support the hypothesis
H2	Change Psychological Safety has a direct positive influence on Change Oriented Work Engagement	Data supports the hypothesis
H3	Change Self Efficacy has a direct positive influence on Change Oriented Work Engagement	Data supports the hypothesis
H4	Transformational Leadership has a direct positive influence on Change Oriented Work Engagement	Data supports the hypothesis

Table 8. Conclusion of Hypothesis Test Results (continued)

	Research Hypothesis	Conclusion
H5	Change Oriented Work Engagement has a direct positive influence on Proactive Work Behavior	Data supports the hypothesis
H6	Change Oriented Work Engagement has a direct positive influence on Championing Behavior	Data supports the hypothesis
H7	Change Oriented Work Engagement mediates the influence of Change Meaningfulness on Proactive Work Behavior	Data does not support the hypothesis
H8	Change Oriented Work Engagement mediates the influence of Psychological Safety on Proactive Work Behavior	Data supports the hypothesis
H9	Change Oriented Work Engagement mediates the influence of Change Self Efficacy on Proactive Work Behavior	Data supports the hypothesis
H10	Change Oriented Work Engagement mediates the influence of Transformational Leadership on Championing Behavior	Data supports the hypothesis

The results of the H1 test showed that Change Meaningfulness had a positive but insignificant effect on Change-Oriented Work Engagement ($\beta = 0.13$; $t = 1.442$; $p > 0.05$), thus H1 was not supported. Although employees perceive change as making their work more valuable, this perception is not sufficient to encourage active engagement in organizational change. Which states that engagement is influenced not only by meaningfulness but also by psychological safety and psychological availability. In bureaucratic, top-down public sector organizations, employees tend to understand change cognitively but lack emotional engagement with it. These results are also supported by research by (Petrou et al., 2018), which shows that engagement with change is more influenced by organizational support, leadership, and the work environment than by the perceived meaning of change.

The results of the H2 test showed that Psychological Safety had a positive and significant effect on Change-Oriented Work Engagement ($\beta = 0.204$; $t = 3.312$; $p < 0.05$). This finding suggests that a sense of psychological safety drives employee engagement in organizational change. The strongest indicator was employees' courage to express concerns and opinions regarding change without fear of negative consequences. This finding aligns

with the theory of (Albrecht et al., 2023), which states that psychological safety is a crucial condition for individuals to be actively involved in work and organizational change. The results of the H3 test showed that Change Self-Efficacy had a positive and significant effect on Change-Oriented Work Engagement ($\beta = 0.246$; $t = 3.233$; $p < 0.05$), thus supporting H3. This finding suggests that employees' confidence in their ability to cope with change increases their engagement in the organizational change process. The strongest indicator was employees' confidence in solving problems and identifying solutions when change occurs. These results align with (Bandura, 1977) Social Cognitive Theory, which explains that self-efficacy influences an individual's effort, resilience, and ability to face challenges. These findings are also supported by research by (Oreg et al., 2011), which states that self-efficacy is a strong predictor of increased employee engagement in organizational change.

The results of testing H4 indicate that Transformational Leadership has a positive and significant effect on Change-Oriented Work Engagement ($\beta = 0.388$; $t = 9.686$; $p < 0.05$), and is the variable with the strongest influence compared to the other variables. This finding suggests that transformational leadership plays a crucial role in increasing employee engagement in organizational change. The strongest indicators are the leader's personal attention to employees and support for employee development, followed by the leader's ability to communicate a clear and positive vision for change. These results align with (Bass & Bass Bernard, 1985) theory of transformational leadership, which explains that transformational leaders can increase employee intrinsic motivation through vision, inspiration, support, and individual attention. In the context of organizational change, leaders act as change agents, helping reduce uncertainty and increasing employee confidence in the change. This finding is also supported by the perspectives of Self-Determination Theory and Conservation of Resources Theory, which explain that leader support can meet employee psychological needs and reduce stress during the organizational change process.

The results of testing H5 indicate that Change-Oriented Work Engagement has a positive and significant effect on Proactive Work Behavior ($\beta = 0.716$; $t = 20.320$; $p < 0.05$). A high coefficient value indicates that employee involvement in organizational change strongly encourages proactive work behavior. Employees who are actively involved in change tend to take more initiative, propose ideas for improvement, and seek more effective ways of working. The active involvement dimension is the most dominant aspect in shaping change-oriented work engagement, while the strongest indicator of proactive work behavior is the employee's ability to propose ideas to improve work processes. These findings suggest that employees with high energy, dedication, and involvement in change are more motivated to engage in extra-role behavior and actively contribute to organizational success. Therefore, increasing employee proactive behavior is not sufficient through change policies alone, but also through increasing employee involvement in the organizational change process.

The results of the H6 test showed that Change-Oriented Work Engagement had a positive and significant effect on Championing Behavior ($\beta = 0.749$; $t = 27.266$; $p < 0.05$), and was the strongest influence in the research model. This finding suggests that employees actively involved in organizational change tend to become change champions who voluntarily support, promote, and assist in the implementation of change. This finding aligns with the theory of commitment to change by John P. Meyer and Natalie J. Herscovitch (2002) and the Social Exchange Theory by Peter (Blau & Scott, 1966), which explains that employee emotional involvement will encourage active support for organizational change.

The results of the H7 test showed that Change-Oriented Work Engagement was unable to mediate the effect of Change Meaningfulness on Proactive Work Behavior ($\beta = 0.093$; $t = 1.486$; $p > 0.05$), thus H7 was not supported. This finding suggests that employees' understanding of the meaning of change is insufficient to encourage engagement or proactive

work behavior. Organizations require other supporting factors such as leadership support, resources, and self-efficacy to translate the meaning of change into concrete actions.

The results of H8 testing indicate that Change-Oriented Work Engagement significantly mediates the effect of Psychological Safety on Proactive Work Behavior ($\beta = 0.146$; $t = 3.188$; $p < 0.05$). This means that a sense of psychological safety increases employee engagement in change, which then encourages proactive work behavior. This finding is supported by research by (Zeng et al., 2020), which states that psychological safety enables individuals to be more courageous in taking initiatives and actively participating in organizational change. Furthermore, the mediation pattern identified in this relationship indicates partial mediation. Psychological Safety not only has an indirect influence on Proactive Work Behavior through Change-Oriented Work Engagement, but also still contributes directly to employee proactive behavior. This condition shows that employees who feel psychologically safe tend to demonstrate proactive initiatives both because they are more engaged in organizational change and because they feel free to express ideas, take risks, and contribute without fear of negative consequences. Therefore, Change-Oriented Work Engagement acts as an important mechanism that strengthens, but does not fully replace, the influence of Psychological Safety on Proactive Work Behavior.

The results of H9 testing indicate that Change-Oriented Work Engagement significantly mediates the effect of Change Self-Efficacy on Proactive Work Behavior ($\beta = 0.177$; $t = 3.052$; $p < 0.05$). Employees who are confident in their ability to handle change tend to be more engaged in change and more proactive in their work. These findings align with (Bandura, 1977) and Stevan Hobfoll's Conservation of Resources Theory (1989), which explain that self-efficacy is a crucial psychological resource in driving employee engagement and adaptive behavior. The mediation effect in H9 also reflects partial mediation. This indicates that Change Self-Efficacy can directly encourage Proactive Work Behavior while simultaneously influencing it indirectly through Change-Oriented Work Engagement. Employees with high self-efficacy tend to independently take initiative, solve problems, and adapt to organizational change. At the same time, strong confidence in personal abilities also increases their emotional and cognitive involvement in change processes, which further strengthens proactive work behavior. Thus, Change-Oriented Work Engagement serves as a complementary mechanism in explaining how Change Self-Efficacy enhances employee proactive behavior.

The results of H10 testing indicate that Change-Oriented Work Engagement significantly mediates the effect of Transformational Leadership on Championing Behavior ($\beta = 0.291$; $t = 8.801$; $p < 0.05$). Transformational leaders are able to increase employee engagement in change, which then encourages employees to become active supporters of organizational change. This finding is (Blau & Scott, 1966) and research by (Albrecht et al., 2022), which explains that championing behavior emerges when employees have strong emotional, cognitive, and behavioral involvement in organizational change. The mediation relationship found in H10 can also be categorized as partial mediation. Transformational Leadership not only affects Championing Behavior indirectly through Change-Oriented Work Engagement, but also has a direct role in encouraging employees to support and promote organizational change. Inspirational leaders who provide vision, motivation, and individualized support are able to directly stimulate employees to become change champions. However, the presence of Change-Oriented Work Engagement strengthens this relationship because engaged employees are more emotionally connected to organizational transformation and more willing to advocate for change initiatives. Therefore, Change-Oriented Work Engagement partially mediates the relationship between Transformational Leadership and Championing Behavior.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to analyze the factors shaping Change-Oriented Work Engagement and its influence on Proactive Work Behavior and Championing Behavior in Indonesian public sector organizations. Referring to the models of (Albrecht et al., 2023) and (Islam et al., 2021), the results indicate that most hypotheses are supported, except for the direct effect of Change Meaningfulness on Change-Oriented Work Engagement and its mediating effect on Proactive Work Behavior. These findings suggest that understanding the importance of change is insufficient to encourage active employee engagement in the context of public bureaucracy.

This study also found that Change-Oriented Work Engagement serves as the primary mechanism linking psychological well-being and leadership to employee adaptive behavior. The influence of Change-Oriented Work Engagement on Proactive Work Behavior and Championing Behavior is the strongest pathway in the research model, particularly on Championing Behavior. Among all predictors, Transformational Leadership is the most dominant factor in shaping employee engagement with change, followed by Change Self-Efficacy and Psychological Safety.

Overall, this study confirms that the success of public sector organizational change depends not only on formal policies, but also on transformational leadership, employee confidence in their own abilities, and the creation of a psychologically safe work environment. These three factors can increase employee engagement in change, which then encourages proactive behavior and active support for organizational change.

Further research is recommended to use a longitudinal design, expand the research context to the private sector, include assessments from superiors or colleagues, and examine other moderating variables such as the type of change and organizational climate. Furthermore, a qualitative approach is also needed to delve deeper into the meaning of change in the context of the Indonesian public bureaucracy.

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