

The Influence of Transformational Leadership on Employee Performance With Readiness to Change as a Mediation Variable

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Abstract

This study aims to study how Employee Performance is affected by Transformational Leadership using Readiness to Change as a mediator. The method used in this study is Partial Least Square (PLS), and it includes 54 employees of PT Bank BRI KC Malang Kawi. This research reveals that Transformational Leadership has a positive and significant impact on employee performance, and also shows a significant positive correlation with readiness to change. Apart from that, Readiness to Change has a positive and significant effect on Employee Performance. Readiness to Change is also a full mediator in the relationship between Transformational Leadership and Employee Performance.

Keywords: Transformational Leadership, Readiness to Change, Employee Performance.

Abstrak

Penelitian ini bertujuan untuk mengkaji bagaimana Kinerja Karyawan dipengaruhi oleh Kepemimpinan Transformasional dengan menggunakan Kesiapan untuk Berubah sebagai mediator. Metode yang digunakan dalam penelitian ini adalah Partial Least Square (PLS), dengan melibatkan 54 karyawan PT Bank BRI KC Malang Kawi. Penelitian ini mengungkapkan bahwa Kepemimpinan Transformasional memiliki dampak positif dan signifikan terhadap kinerja karyawan, serta menunjukkan korelasi positif yang signifikan dengan kesiapan untuk berubah. Selain itu, Kesiapan untuk Berubah memiliki pengaruh positif dan signifikan terhadap Kinerja Karyawan. Kesiapan untuk Berubah juga merupakan mediator penuh dalam hubungan antara Kepemimpinan Transformasional dan Kinerja Karyawan.

Kata kunci: Kepemimpinan Transformasional, Kesiapan untuk Berubah, Kinerja Karyawan.

INTRODUCTION

Human Resources (HR) plays an important role in ensuring the company's success because all company operational activities involve HR intervention. Thus, companies need to have the capacity to develop flexible and high-quality human resources to be able to achieve goals in accordance with predetermined targets. Pranoto (2014) revealed that to achieve growth, organizations must have human resources who are able to work effectively. To achieve the best results in performance, organizational management requires leadership that can provide motivation to improve employee performance. Leadership involves a person's ability to influence or direct others to achieve certain goals. A leader

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who is able to encourage his subordinates to produce the best performance will make it easier for the organization to achieve success, especially amid complex and highly competitive environmental changes.

Transformational Leadership is emerging as an important element in guiding organizations through today's changes. In the current context of changes in technology and the way business is conducted, Transformational Leadership is the key to facing challenges and exploiting extraordinary opportunities for organizations. Transformational Leadership not only manages changes in mission, strategy, structure, and culture but also encourages and supports innovation in products and technology (Daft, 2001). Transformational Leadership can guide organizations through significant transformation by articulating a vision that motivates and encourages team members to create innovative solutions to achieve desired goals.

The success of an organization's performance can be measured by the performance of the individuals within it. Many factors influence performance improvement, and if employees can manage these factors well, they can achieve high standards of work quality. Especially in facing a dynamic environment, HR needs to prepare themselves and improve their capabilities. Although change is not easy and employee responses can vary, employees who are willing to accept change generally have a readiness to adapt and believe that the change will provide benefits. However, many factors can make employees feel resistant to organizational transformation (Robins & Choulter, 2015). Therefore, change management must understand the sources of individual discomfort with change and proactively build support so that change is better accepted within the organization.

Transformational Leadership, Readiness to Change, and Employee Performance have a significant relationship. Transformational Leadership creates an environment where employees are motivated to make maximum contributions, adapt quickly to change, and pursue exceptional performance. Readiness to Change is key in the context of an effective organizational model. With this readiness, employees become more adaptive and responsive to change, forming an organizational system that can survive and develop in a dynamic business environment.

Bank Rakyat Indonesia (BRI) KC Kawi Malang is currently facing pressure to continue to adapt to changes in the external environment, including technological developments, evolving policies, and increasing competition. Amid these changes, Transformational Leadership is an important factor in efforts to optimize Employee Performance to achieve the desired changes in the banking sector. Employees in the banking industry need to feel prepared and able to face changes that often involve technology and customer demands. Several research literature shows that Transformational Leadership and Readiness to Change influence increasing Employee Performance. However, previous research indicates that there is a research gap, where some studies found a significant positive effect while others did not (Dilla Amalia *et al.*, 2022; Nugroho *et al.*, 2020; Yanthy *et al.*, 2020; Elyana *et al.*, 2019; Siswatiningsih *et al.*, 2019).

Thus, this research aims to explore the impact of Transformational Leadership on Employee Performance with Readiness to Change as the mediator at Bank BRI KC Malang Kawi. The purpose of this research is to understand the conditions of Transformational Leadership, Readiness to Change, and Employee Performance at PT Bank BRI KC Kawi Malang, and to test and analyze the influence of

Transformational Leadership on Employee Performance and Readiness to Change. This research also aims to analyze the influence of Readiness to Change on Employee Performance and the influence of Transformational Leadership on Employee Performance which is mediated by Readiness to Change.

LITERATURE REVIEW

Transformational Leadership is leadership that focuses on active attention to the challenges and individual development needs of followers by motivating to achieve common goals. Transformational Leadership inspires confidence and potential in followers in imagining a better future, as well as acting as a change agent for innovation in the mission, strategy, and culture of the organization. Transformational Leadership creates significant change by supporting followers to reach higher levels of morale and motivation, in contrast to transactional leaders who operate within an existing culture. Aditya (2016) Formulated four main characteristics of transformational leadership: the influence of idealism (Charisma), inspiration, intellectual stimulation, and individual consideration. Robins (2010) Added transformational indicators, namely charisma, inspiration, individual attention, and intellectual stimulation.

In the book “Robins & Coulter,” organizational change is considered an inevitable reality, this right is caused by external factors such as market dynamics, government regulations, technological advances, and economic conditions, as well as internal factors such as strategy, workforce composition, new technology, and employee attitudes. This change is defined as the transformation of individuals, structures, or technologies in an organization to increase adaptability and balance in a dynamic business environment. Kustini et al (2020) Define Readiness to Change as the level of openness to change as well as cognitive and emotional responses to it. (Holt (2007) explains several Readiness to Change Indicators including suitability, change efficacy, management support, and personal benefits

According to Daft (2003), Employee Performance is the ability to achieve goals efficiently and effectively, which reflects success in providing products or services that customers value and optimal resource management. Hamzah & Lamatenggo (2012) and Edison et al. (2017) emphasize that performance is an action that meets certain requirements and the result of a process that is measured in a certain period. Ineffective human resource management, the level of organizational support received by employees has a positive impact on their innovative performance (Chen, 2020). Tarigan et al. (2020) stated that performance starts from upper management but is visible in the performance of lower employees. There are two types of Employee Performance: task performance (involving carrying out specific roles) and contextual performance (supporting the social and psychological aspects of the organization). According to Mangkunegara (2013), Employee Performance indicators include work quality, work quantity, responsibility, cooperation, and initiative.

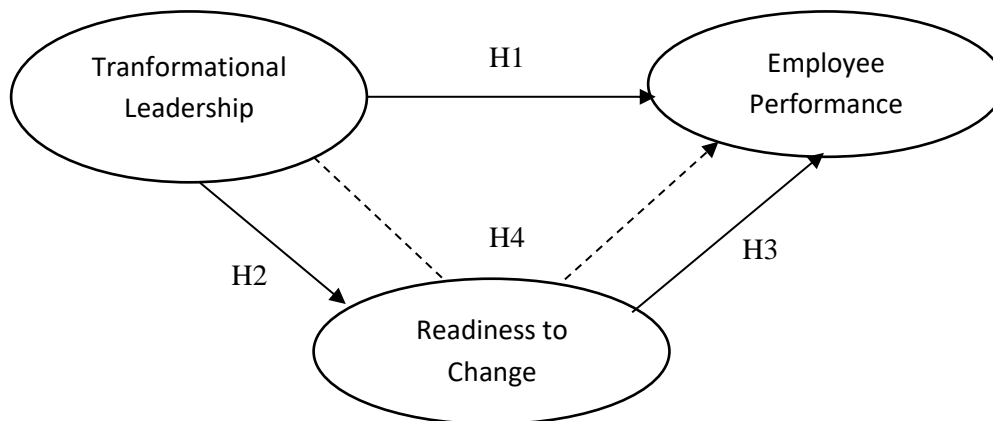


Figure1. Research Framework

RESEARCH METHODOLOGY

The population in this study was 116 employees of Bank BRI KC Kawi Malang. The sample was selected using the Slovin method, resulting in 54 respondents. The sampling technique used is Simple Random Sampling, which gives all individuals in the population an equal opportunity to be sampled, thus ensuring fair representation. Data was collected using a questionnaire and measured using a Likert scale, which means that a score is given to each answer according to the level of agreement. Data were analyzed using Partial Square Structural Equation Modeling (PLS-SEM), which involves evaluating the outer model for validity and reliability and the inner model for the relationship between latent variables. Evaluation of the outer model includes Convergent Validity and Composite Reliability, while the inner model is assessed based on R-Square and hypothesis testing through bootstrapping to assess the significance of the relationship between variables and mediating variables.

RESULTS AND DISCUSSION

Table 1 Description of Respondent Characteristics

Basis of Classification	Sub classification	Respondent Frequency	
		Frequency	Percentage
Gender	Man	21	38.9%
	Woman	33	61.1 %
Total		54	100%
Respondent's Age	22-27 years old	15	27.8%
	28-33 years old	23	42.6%
	34-39 years old	15	27.8%
	40-45 years old	1	1.9%

Basis of Classification	Sub classification	Respondent Frequency	
		Frequency	Percentage
	46-51 years old	-	-
	52-56 years old	-	-
Total		54	100%
Length of work	1-3 years	23	42.6%
	4-6 years	22	40.7%
	7-9 years	8	14.8%
	10-12 years	1	1.9%
	>13 years	-	-
Total		54	100%

Source: *Primary data processed, 2024*

Table 1 shows gender participation in this research by describing the distribution of the total 54 respondents who filled out the questionnaire. Of this number, 21 respondents were men, representing 38.9% of the total, while 33 respondents were women, contributing 61.1%. The results of the analysis were based on the specified categories, namely respondents with work experience of more than 1 year and a minimum age of 22 years. The majority of participants were proven to meet these criteria by having an average working period of more than 1 year. This condition indicates that the majority of respondents in this study are women with significant work experience. This also reflects the importance of a gender perspective in work. Especially in the financial sector such as KC Bank BRI Malang Kawi, the presence of women tends to be dominant in roles such as tellers, customer service, or administration. Therefore, it is likely that more women were available to participate as respondents in this study. However, it is also important to acknowledge the contribution made by male respondents. Even though the number of male respondents is smaller, the work experience that male respondents have is also valuable and provides important insights into the research. So it can be concluded that even though the majority of respondents are women, both men and women contributed to the work experience they brought to this research.

Table 2. Distribution of Transformational Leadership Respondents

Code	Items	Mean	Category
X1	Leaders have attractiveness or charm and a wise personality.	4.22	Very good
X2	Leaders socialize visions or goals that can inspire employees	4.29	Very good

Code	Items	Mean	Category
X3	Leaders speak optimistically about the company's future.	4.29	Very good
X4	The leader pays great attention to and accommodates the needs of individuals within the team.	4.24	Very good
X5	My leader challenges me to think creatively and create innovative solutions.	4.31	Very good
X6	Leaders encourage employees to look at problems from different points of view.	4.27	Very good
TOTAL		4.27	Very good

Source: *processed primary data, 2024*

Table 2 shows that the total average of respondents' assessment of Transformational Leadership at Bank BRI KC Malang Kawi is in the very good category, namely with a score of 4.27. The indicator that PT Bank BRI KC Malang Kawi has the most is X5 with the statement "Leaders provide challenges for me to think creatively and create innovative solutions". Based on these results, it can be concluded that the implementation of Transformational Leadership at Bank BRI KC Malang Kawi has achieved very good performance.

Table 3. Distribution Of Readiness to Change Respondents

Code	Items	Mean	Category
Z1	I believe that the proposed changes are consistent with the goals and values of the organization.	4.27	Very ready
Z2	I feel that the proposed changes are in accordance with the company's current conditions and needs.	4.24	Very ready
Z3	I am confident that the changes implemented will improve the overall performance of the organization .	4.27	Very ready
Z4	I have a clear understanding of the details of the changes to be made	4.22	Very ready
Z5	I received the necessary guidance from management during the change process .	4.24	Very ready
Z6	My leaders openly listen to employee feedback and concerns regarding change .	4.27	Very ready
Z7	I believe that these changes will have immediate benefits for my personal development	4.37	Very ready
TOTAL		4.26	Very ready

Source: *processed primary data, 2024*

Table 3 shows that overall, the average value of the respondents' assessment of Readiness to Change at BRI KC Malang Kawi is in the very Ready category. This variable was assessed with a total score of 4.26. The indicator that PT Bank BRI KC Malang Kawi considers to have the most Readiness

to Change is Z7, with the statement " I believe that this change will provide direct benefits for my personal development" which received a value of 4.37. From these results, it can be concluded that PT Bank BRI KC Malang Kawi's readiness to change is very ready.

Table 4. Distribution of Employee Performance Respondents

Code	Items	Mean	Category
Y1	I very Prioritize accuracy in completing my work.	4.40	Very high
Y2	I can produce work output in the amount expected by the organization.	4.33	Very high
Y3	I always ensure that my work is completed according to target.	4.35	Very high
Y4	I am reliable in handling the responsibilities given to me.	4.37	Very high
Y5	I can collaborate with colleagues to complete projects or assignments.	4.26	Very high
Y6	I enjoy working in a team and collaborating with colleagues	4.44	Very high
Y7	I will complete my work without waiting for orders from my superiors	4.40	Very high
TOTAL		4.39	Very high

Source: *processed primary data, 2024*

In accordance with the table above, it can be seen that the average total Employee Performance at Bank BRI KC Malang Kawi is in the very high category with a total score of 4.39. The indicator that shows the highest score is Y6, with the statement " I really enjoy working in a team and collaborating with colleagues", which received a score of 4.40 in the very high category. From these results, it can be concluded that employees at PT Bank BRI KC Malang Kawi have very high performance.

Table 5. Construct Factor Loading Values

Variable	Items	Loading	Note
Transformational Leadership (X)	X1	0.747	Valid
	X2	0.789	Valid
	X3	0.902	Valid
	X4	0.852	Valid
	X5	0.787	Valid
	X6	0.809	Valid
Readiness to Change (Z)	Z1	0.925	Valid
	Z2	0.831	Valid
	Z3	0.937	Valid

Variable	Items	Loading	Note
Employee Performance (Y)	Z4	0.852	Valid
	Z5	0.868	Valid
	Z6	0.907	Valid
	Z7	0.721	Valid
	Y1	0.888	Valid
	Y2	0.872	Valid
	Y3	0.903	Valid
	Y4	0.886	Valid
	Y5	0.898	Valid
	Y6	0.907	Valid
	Y7	0.785	Valid

Source: *Primary data processed, 2024*

From the table above (Table 5), it can be concluded that the value of the loading factor for each item from all variables is good and appropriate. As can be seen, all items get a value of more than 0.7 on the measurement. Thus, the data shows that all items used in this research have been proven valid as indicators because they reach the standard Convergent Validity value.

Table 4. Composite Reliability

Variable	Cronbach's alpha	Composite Reliability	Note
Transformational Leadership (X)	0.900	0.910	Reliable
Readiness to Change (Z)	0.950	0.956	Reliable
Employee performance (Y)	0.943	0.946	Reliable

Source: *Primary data processed, 2024*

In Table 6, it can be seen that all variables have given test results above 0.7. The Transformational Leadership variable produces a value of $0.910 > 0.7$, the Readiness to change variable shows a value of $0.956 > 0.7$, and the Employee Performance variable produces a value of $0.946 > 0.7$. These results mean that all indicators in each variable are precise and accurate in measuring the desired variable because they have met reliability test standards.

Table 7. R-Square

Variable	R Square	R Square Adjusted
Employee Performance	0.587	0.571
Readiness to Change	0.565	0.557

Source: *Primary data processed, 2024*

The R square table is used to evaluate how much influence the Transformational Leadership variable has on Readiness to Change, which reaches a value of 0.587 and is categorized as having a medium influence. Next, R-Square is used to measure the impact of the Transformational Leadership variable on Employee Performance, with a value reaching 0.565 and is also considered to have a moderate influence, approaching a value of 1. From these results, it can be concluded that all independent variables in this study can explain the existence of the research variables.

Table 8. Hypothesis Test Results

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Division (STDEV)	T Statistics ((O/STDEV))	P Values
H1	TL->EP	0.356	0.367	0.180	1,974	0.048
H2	TL ->RTC	0.752	0.760	0.082	9,167	0,000
H3	RTC->EP	0.462	0.455	0.172	2,678	0.007
H4	TL ->RTC	0.752	0.760	0.082	9,167	0,000

Source: *Primary data processed, 2024*

Based on the hypothesis test results table above (Table 8), it is known that the Transformational Leadership construct on Employee Performance shows a path coefficient value (original sample) of 0.356 with a statistical T value of 1.974 > 1.96 and P Values of 0.048 < 0.05. From these results, it can be concluded that the null hypothesis is rejected and the H1 hypothesis is accepted, indicating that Transformational Leadership has a significant positive influence on employee performance at Bank BRI KC Malang Kawi.

From the test results, hypothesis 1 in this study is accepted. This is evidenced by the construct analysis, which yielded a significant path coefficient, indicating a strong relationship between Transformational Leadership and Employee Performance. The statistical test results revealed that the T-statistic value exceeded the critical value, confirming significance, while the P-value also demonstrated a sufficient level of significance. Based on these findings, it can be concluded that Transformational Leadership at PT BRI KC Malang Kawi has a significant positive effect on Employee Performance. This means that the better the Transformational Leadership implemented by the company, the higher the Employee Performance will be.

These findings align with the research conducted by Shoalihin *et al.* (2023), which states that Transformational Leadership has a significant positive effect on Employee Performance. However, they differ from the study by Noviatasari *et al.* (2020), which concluded that Transformational Leadership

does not significantly influence Employee Performance. Unlike the results of Noviatasari's study, this research demonstrates that Transformational Leadership at PT BRI KC Malang Kawi shows a strong influence in improving Employee Performance.

Based on the hypothesis test results table above (Table 8), it is known that the Transformational Leadership construct towards Readiness to Change shows a path coefficient value (Original Sample) of 0.752 with a T statistic value of $9.167 > 1.96$ and a P-Value of $0.00 < 0.05$. From these results, it can be concluded that the null hypothesis is rejected and the H2 hypothesis is accepted. Therefore, it can be concluded that Transformational Leadership has a significant positive influence directly on Readiness to Change at Bank BRI KC Malang Kawi.

Based on the test results, hypothesis 2 in this study is accepted. This is evidenced by the construct analysis, which produced a significant path coefficient, indicating a strong relationship between Transformational Leadership and Readiness to Change. The statistical test results showed that the T-statistic value exceeded the critical threshold, confirming significance, and the P-value also demonstrated sufficient significance. Based on these findings, it can be concluded that Transformational Leadership at PT BRI KC Malang Kawi has a positive and significant impact on Readiness to Change. This means that the higher the level of Transformational Leadership implemented by a company, the more prepared the company will be to undergo change.

The results of this study are consistent with previous research, which also found that Transformational Leadership has a significant positive effect on a company's Readiness to Change (Novitasari *et al.*, 2020; Sasmita, 2019). Similar to these earlier studies, this research confirms that Transformational Leadership at PT BRI KC Malang Kawi significantly and positively influences the company's Readiness to Change.

(Rita *et al.* (2018) stated that a leader's responsibility is to ensure that their subordinates contribute to achieving the goals of the company or organization. With transformative leadership, PT. Bank BRI KC Malang Kawi has successfully guided its employees to collectively face changes, particularly in finding solutions to address the post-COVID-19 impacts, which have brought significant shifts to the corporate environment.

The level of employee trust in the leadership and the company's ability to manage change is reflected in the positive responses of employees toward leadership at PT. Bank BRI KC Malang Kawi. Employees trust the vision and direction provided by the leaders, as well as the company's decisions in navigating changes. They perceive the planned steps as the best solutions offered by the company to safeguard employee welfare and ensure business continuity amidst the rapidly changing post-COVID-19 environment.

Based on the table of hypothesis test results above (Table 8), it is known that the Readiness to Change construct on Employee Performance shows a path coefficient value (original sample) of 0.462 with a statistical T value of $2.678 > 1.96$ and P Values of $0.007 < 0.05$. These results show that the null hypothesis is rejected and the alternative hypothesis (H2) in this study is accepted, so it can be concluded that Readiness to Change has a significant positive effect on Employee Performance at PT Bank BRI KC Malang Kawi.

Based on the test results, hypothesis 3 in this study is accepted. This is evidenced by the construct analysis, which produced a significant path coefficient, indicating a strong relationship between Readiness to Change and Employee Performance. The statistical test results showed that the T-statistic value exceeded the critical threshold, confirming significance, and the P-value also demonstrated sufficient significance. Based on these findings, it can be concluded that Readiness to Change at PT BRI KC Malang Kawi has a significant positive impact on Employee Performance, as reflected in their employees. This indicates that the greater the company's readiness to change, the better the Employee Performance will be.

The results of this study are consistent with previous research, which found that Readiness to Change has a significant positive effect on Employee Performance in a company (Novitasari & Absari, 2020; Kustini *et al.*, 2020). Similar to these previous studies, the findings of this research reaffirm that Readiness to Change positively influences Employee Performance at PT BRI KC Malang Kawi.

Readiness to change in a company is not solely measured by the extent of preparations undertaken by the organization. The primary factor in assessing how prepared a company is to adopt change lies in the level of acceptance and readiness of its employees to implement those changes. Essentially, employees play a critical role in the change process. The success of change efforts depends on the responses of those involved in the change process, which ultimately determines the success of the transformation itself (Kustini *et al.*, 2020).

To prepare employees to accept and adapt to change, leaders must cultivate their readiness to adapt as an initial step in the organizational transformation process (Asbari *et al.*, 2020; Sawitri, 2018). Research indicates that employee performance at PT BRI KC Malang Kawi is influenced by the level of readiness of both the company and its employees to face change. A high level of readiness at PT BRI KC Malang Kawi positively and significantly impacts Employee Performance.

When a company demonstrates readiness to change and actively involves employees in the change process, it enhances employee trust in the organization and confidence in its decisions. This, in turn, leads to improved Employee Performance. Employees at PT BRI KC Malang Kawi who feel entrusted with responsibilities perceive it as an opportunity to grow. They view the changes implemented by the company as efforts directed toward mutual benefit, particularly in navigating the rapidly evolving environment.

Table 9. Total Effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TL->RTC->EP	0.347	0.342	0.134	2,590	0.010

Source: *Primary data processed, 2024*

From the calculation results, Table 9 shows the results that the P value is $0.010 < 0.05$ for the indirect influence of the Transformational Leadership variable on Employee Performance through Readiness to Change with a T Statistical value of $2.590 > 1.96$. Based on these results, it can be

concluded that H0 is rejected and Hypothesis 4 is accepted. Thus, Readiness to Change can mediate the influence of Transformational Leadership on Employee Performance.

Mediation effect testing further confirms the role of Readiness to Change as a mediator. These findings demonstrate that financial institutions, particularly PT BRI KC Malang Kawi, exhibit a significant readiness to change, which mediates the relationship between Transformational Leadership and Employee Performance. Thus, hypothesis 4 of this study is accepted. It can be concluded that PT BRI KC Malang Kawi's readiness to change mediates the effect of Transformational Leadership in improving Employee Performance. In other words, if the leadership at PT BRI KC Malang Kawi increasingly adopts a transformational leadership style, the company's readiness to change will improve, subsequently leading to higher Employee Performance.

The significant positive influence of Transformational Leadership on PT BRI KC Malang Kawi's readiness to change, combined with the significant positive impact of Readiness to Change on Employee Performance, indicates that Readiness to Change indirectly affects Employee Performance. This finding also highlights the critical role of organizational readiness to change in mediating the success of Transformational Leadership in enhancing Employee Performance at PT BRI KC Malang Kawi.

These results align with previous studies that report a positive and significant indirect effect of Transformational Leadership on Employee Performance through the mediation of Readiness to Change (Asbari *et al.*, 2020; Novitasari & Asbari, 2020). Similar to these prior studies, this research also demonstrates that Transformational Leadership at PT BRI KC Malang Kawi positively and significantly impacts Employee Performance through Readiness to Change.

Overall, employees at PT Bank BRI KC Malang Kawi exhibit strong trust in their leaders and the company, along with a positive attitude toward their work. This suggests that if leaders at PT Bank BRI KC Malang Kawi increasingly emphasize a transformational leadership style—fostering employee trust and confidence in the decisions being made for their benefit—employees will be more open to change and demonstrate a readiness to adapt. This, in turn, indicates PT Bank BRI KC Malang Kawi's readiness to implement change, driving employees to maintain and even improve their performance. Such outcomes are attributed to employees' dedication and sense of responsibility toward their work to achieve the company's goals.

CONCLUSION

Based on the analysis and discussions that have been carried out, it can be concluded that Bank BRI KC Malang Kawi has succeeded in implementing Transformational Leadership very well, is assessed positively by employees, and produces high readiness to change and very high performance. Based on the analysis and discussion that has been carried out, it is concluded that there is a significant positive impact of Transformational Leadership on Employee Performance, as well as on Readiness to Change. In addition, there is a significant positive influence of Readiness to Change on Employee Performance and Transformational Leadership also has a significant impact on Employee Performance which is mediated by Readiness to Change.

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