

Transformational Leadership On Readiness For Change And Employee Performance

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Abstract. *This study aims to analyze the influence of transformational leadership on employee readiness to change and its impact on employee performance. The research adopts an explanatory approach. The population consists of all employees at Regional Office of the Directorate General of Customs and Excise of Central Java and the Special Region of Yogyakarta, totaling 164 individuals. The sample was determined using the Slovin formula, resulting in 112 respondents selected through non-probability sampling with a convenience sampling approach. Data analysis was conducted using the Partial Least Squares (PLS) method. The results indicate that transformational leadership has a positive and significant effect on employee readiness to change. This means that the better the transformational leadership implemented, the more prepared employees will be to face change. Additionally, transformational leadership also has a positive and significant impact on employee performance, suggesting that the higher the quality of transformational leadership, the better the employee performance. Furthermore, the study confirms that employee readiness to change positively and significantly influences employee performance. These findings emphasize that individuals' readiness for change plays a crucial role in improving work effectiveness.*

Keywords: *Employee; Leadership; Readiness; Transformational.*

1. Introduction

To adapt to an increasingly dynamic and competitive market environment, organizations need to embrace change by aligning internal factors to adapt to the external environment, which can help them regain sustainable competitiveness (Ingusci et al., 2019). However, achieving success in implementing organizational change is not easy, as about 70% of organizations fail to effectively achieve these changes. Despite strategic, operational, and market pressures, academics are increasingly recognizing that employees' reactions to change play a crucial role in determining the likelihood of success or failure of the change (Sulaeman et al., 2019). Specifically, employees' reactions to change influence their actions during the organizational change process, such as choosing whether to retain or accept the organizational change; these actions directly accelerate (or hinder) the progress of organizational change.

The development of human resource management is indeed not an easy task to implement because, fundamentally, people have different levels of ability, thus requiring the involvement of relevant parties to ensure the development of human resources. According to Solehan (2022), in achieving the vision, mission, and objectives of the organization, human resources must be managed and developed sustainably. The importance of leadership in achieving the vision, mission, and objectives of the organization is closely related to their role in effectively managing and developing human resources.

A leader with a clear vision and the ability to motivate and direct their members will ensure that the organization's goals are achieved. Leaders serve as drivers who inspire teams to work with full commitment, create a positive work culture, and maintain focus on achieving common goals. Without good leadership, even if human resources are well-managed, organizations will struggle to maximize the potential of their members in achieving the vision and mission that have been set. In other words, effective leadership is essential to optimizing human resources and achieving organizational goals to the fullest.

One of the leadership styles that is highly effective in achieving the vision, mission, and goals of the organization is transformational leadership (Pawar, 2016). This leadership style focuses on inspiring, motivating, and empowering team members to reach their full potential (Stanescu et al., 2020). Transformational leaders not only direct the team towards organizational goals but also create a compelling vision that energizes their members to contribute towards achieving that vision.

Previous research has shown that transformational leadership has a significant positive relationship with job satisfaction and employee performance (Rawashdeh & Tamimi, 2020). However, unlike other findings, transformational leadership does not have a direct significant influence on employee performance (Rafia & Sudiro, 2020).

These differing research results create a gap that needs to be explained. Therefore, this study proposes the role of employee readiness to change as a mediator. Employee readiness to change refers to the level of preparedness and willingness of employees to accept, support, and adapt to changes in the organization (Metwally et al., 2019). Employee readiness to change includes employees' positive attitudes and proactive behaviors towards the proposed or ongoing changes (Katsaros et al., 2020).

Based on the background and the formulation of the research problems, this study aims to analyze and examine the relationship between transformational leadership, employee readiness to change, and human resource performance. Specifically, the objectives of this study are: (1) to analyze the influence of transformational leadership on employee readiness to change, (2) to analyze the influence of transformational leadership on human resource performance, and (3) to analyze the influence of employee readiness to change on human resource performance. This research is expected to provide a deeper understanding of the critical role of transformational leadership in fostering readiness for change and its contribution to improving employee performance within organizational settings.

2. Research Methods

This study employs an explanatory research design aimed at explaining the relationships between transformational leadership, employee readiness to change, and human resource performance. Primary data were collected, including respondents' demographic information and their perceptions related to the key variables of the study.

Data collection was conducted using a questionnaire method, where a set of structured questions was distributed to respondents. The questionnaires were physically delivered in sealed envelopes to the respective leaders at the Kantor Pengawasan dan Pelayanan Bea dan Cukai Tipe Madya Pabean A Semarang office and returned in closed envelopes to ensure confidentiality. The questionnaire items were presented via a link containing statements that respondents answered using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The population of this study comprises all employees (N=203) working at the Kantor Pengawasan dan Pelayanan Bea dan Cukai Tipe Madya Pabean A Semarang. Using Slovin's formula, a sample size of 112 respondents was determined. Sampling was conducted using a non-probability sampling technique, specifically convenience sampling (Hair, 2021). Non-probability sampling implies that not all members of the population have an equal chance of being selected, while convenience sampling involves selecting samples based on their availability and ease of access at a particular time and place. This sampling technique was chosen due to considerations of time efficiency and cost-effectiveness, which facilitated the data collection process. For data analysis, the study utilized Partial Least Squares (PLS), a statistical method suitable for testing complex relationships between latent variables in explanatory research.

3. Results and Discussion

Data analysis in this study was conducted using Partial Least Squares (PLS) methodology and processed with the Smart PLS version 4.1.0 software. The PLS measurement model consists of the outer model, the Goodness of Fit (GoF) criteria, and the structural (inner) model. The outer model assessment evaluates how the observed or manifest variables represent the latent constructs being measured. This evaluation includes testing for the validity and reliability of the measurement model. Validity is assessed through convergent and discriminant validity, while construct reliability is examined using composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha. The factor loading values of each indicator provide an indication of the outer model's measurement quality. Below are the outer loading values for each variable analyzed in the study:

Tabel Outer loadings

Kode	Indikator	Outer loadings
	Transformational Leadership	
X11	Idealized Influence (Charisma)	0.740

X12	Intellectual stimulation	0.893
X13	Individualized Consideration	0.835
X14	Inspirational Motivation	0.901
<i>Employee readiness to change (Y1)</i>		
Y11	Discrepancy	0.896
Y12	Appropriateness	0.851
Y13	Efficacy	0.929
Y14	Principal Support	0.884
Y15	Valence.	0.906
<i>Employee Performance</i>		
Y21	Quantity	0.839
Y22	Quality	0.840
Y23	Task Implementation	0.791
Y24	responsibilities	0.836

The table above shows that the factor loadings of all indicators exceed the threshold of 0.700. Based on the convergent validity test results for each variable, it can be concluded that all indicators used in this research model are valid and therefore suitable to serve as measurement items for the variables in this study.

Discriminant validity testing was carried out using three methods: (1) applying the Fornell-Larcker Criterion, which is based on the square root of the Average Variance Extracted (AVE), (2) evaluating the Heterotrait-Monotrait Ratio (HTMT), and (3) examining the cross-loadings of indicators. The results of these tests for each variable are described as follows:

1) Fornell-Larcker Criterion. This method assesses indicator validity by comparing the square root of the AVE for each construct with the correlations between that construct and other constructs in the model.

Tabel Fornell Lacker Criterion

	Employee readiness to change	Transformational Leadership	Employee Performance
Employee readiness to change	0.893		
Transformational Leadership	0.553	0.845	
Employee Performance	0.597	0.590	0.827

Table shows that all constructs meet high discriminant validity criteria, with AVE roots exceeding inter-construct correlations. This indicates good discriminant validity, confirming that the research instruments used to measure all latent variables are valid.

2) *Heterotrait-monotrait ratio (HTMT)*. The Heterotrait-Monotrait Ratio (HTMT) was assessed using the HTMT matrix. An HTMT value below 0.9 indicates that discriminant validity is acceptable.

Tabel *Heterotrait-monotrait ratio (HTMT)*

	Employee change	readiness to	Transformational Leadership	Employee Performance
Employee readiness to change				
Transformational Leadership	0.606			
Employee Performance	0.666		0.672	

Table shows all HTMT values are below 0.9, indicating acceptable discriminant validity. Thus, all constructs in the model meet the HTMT criteria, confirming the data analysis results are valid.

3) **Cross Loading.** Cross-loading analysis was conducted to examine the correlation between indicators and their respective latent constructs. The following cross-loading table presents the correlation results of each indicator with its own construct as well as with other constructs.

Tabel *Cross Loading*

Indicator	Employee change	readiness to	Transformational Leadership	Employee Performance
X1_1	0.404		0.740	0.328
X1_2	0.519		0.893	0.556
X1_3	0.445		0.835	0.508
X1_4	0.493		0.901	0.562
Y1_1	0.896		0.549	0.570
Y1_2	0.851		0.511	0.580
Y1_3	0.929		0.443	0.517
Y1_4	0.884		0.512	0.529
Y1_5	0.906		0.434	0.448
Y2_1	0.508		0.513	0.839
Y2_2	0.498		0.482	0.840
Y2_3	0.497		0.396	0.791
Y2_4	0.474		0.548	0.836

Based on the cross-loading results, all constructs in the model meet the criteria for high discriminant validity, indicating the data is acceptable and possesses good discriminant validity.

Reliability testing is conducted to confirm the accuracy, consistency, and precision of the instrument in measuring the construct. A reliable instrument indicates that the research indicators used accurately reflect the actual conditions of the research object. The reliability

of a construct with reflective indicators can be assessed using three methods: composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE).

Tabel Reliability testing

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	<i>Average variance extracted (AVE)</i>
Employee readiness to change	0.937	0.952	0.798
Transformational Leadership	0.866	0.908	0.714
Employee Performance	0.846	0.896	0.683

The reliability test results, as shown in the table, indicate that all constructs have Cronbach's alpha and composite reliability values above 0.7, and AVE values above 0.5. These findings confirm that the research instrument is highly reliable. Based on the results of convergent validity, discriminant validity, and reliability tests, all indicators used to measure the latent variables are valid and reliable.

The Goodness of Fit (GoF) test is used to evaluate both the structural model and the measurement model. In this study, the goodness of fit for the structural model is assessed using the R-square (R^2) value. The table below presents the calculated R^2 coefficients for the two endogenous variables.

Tabel R-Square

	R-square
Employee readiness to change	0.306
Employee Performance	0.453

Table 6 shows the R-square (R^2) coefficient values obtained for the model. The R^2 value for the Human Resource Performance variable is 0.453, indicating that Transformational Leadership and Employee Readiness to Change explain 45.3% of the variance in Human Resource Performance, while the remaining 54.7% is influenced by other variables not included in this research model. Meanwhile, the R^2 value for the Employee Readiness to Change variable is 0.306, meaning that Transformational Leadership accounts for 30.6% of the variance in Employee Readiness to Change, with the remaining 69.4% explained by other variables outside the current model.

The final analysis in Partial Least Squares (PLS) is the structural model or inner model analysis. This analysis involves hypothesis testing using the t-statistics. In this study, data processing was conducted using SmartPLS version 4.1.0. The results of the data analysis are presented in the following figure:

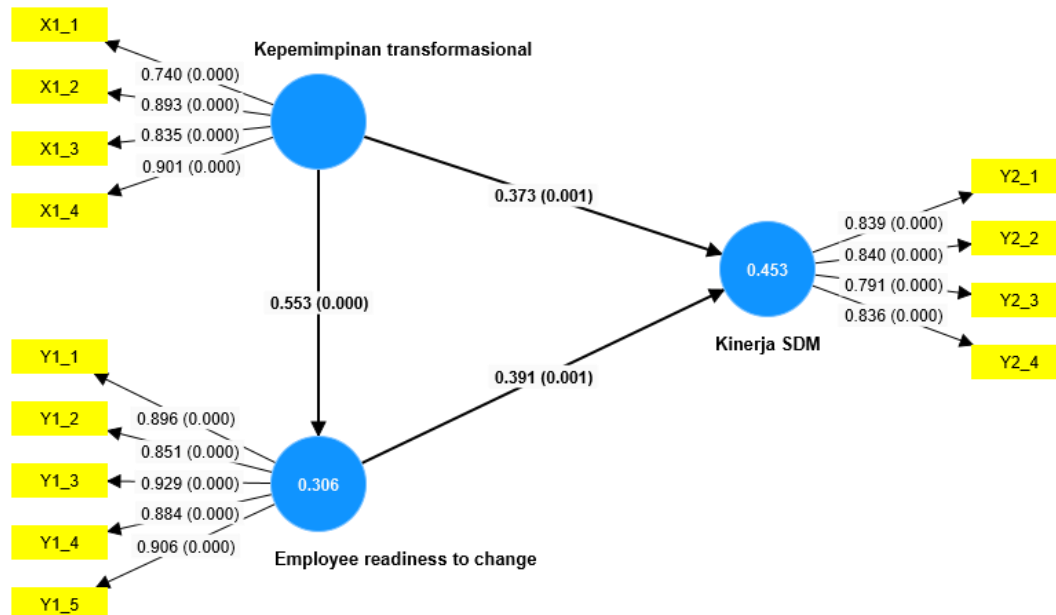


Figure 1 Inner Model SEM-PLS

To determine whether the hypotheses are accepted or rejected, the t-statistic (t-count) is compared with the critical value from the t-table, with the assumption that a hypothesis is accepted if the t-statistic exceeds the t-table value. At a 5% significance level, the t-table value is 1.96. The following table presents the results of hypothesis testing between variables using Partial Least Squares (PLS) analysis.

Tabel Path Coefficients

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee readiness to change	-> Employee Performance	0.391	0.395	0.116	3.369	0.001
Transformational Leadership	-> Employee readiness to change	0.553	0.553	0.074	7.508	0.000
Transformational Leadership	-> Employee Performance	0.373	0.371	0.112	3.344	0.001

The first hypothesis test was conducted by examining the estimated coefficient value (original sample) for the influence of transformational leadership on employee readiness to change, which is 0.553. This result provides evidence that transformational leadership has a positive effect on employee readiness to change. The t-test supports this finding, showing that the t-statistic (7.508) exceeds the critical t-value (1.96), with a p-value of 0.000, which is less than 0.05. Based on this, it can be concluded that transformational leadership has a positive and significant influence on employee readiness to change. This means that the better the transformational leadership, the more likely employees are to be ready for change. Thus, the first hypothesis, "Transformational leadership influences employee readiness to change," is accepted.

This finding confirms that transformational leadership significantly and positively affects employee readiness to change. The result implies that strong transformational leadership tends to enhance employees' willingness and preparedness to adapt to change. These findings are consistent with previous research highlighting the crucial role of transformational leadership in fostering individual and organizational readiness for change (Asbari et al., 2021a; Fahlevi et al., 2020; Islam et al., 2021). Among the indicators of the transformational leadership variable, *Inspirational Motivation* had the highest outer loading value. For the employee readiness to change variable, the indicator with the highest outer loading was *Efficacy*. This suggests that the more effective the inspirational motivation exhibited by leaders, the higher the efficacy perceived by employees. In other words, inspirational motivation from leaders enhances employees' confidence and capability in facing change. Conversely, the indicator with the lowest outer loading for transformational leadership was *Idealized Influence (Charisma)*, while the lowest outer loading for employee readiness to change was *Appropriateness*. This indicates that a leader's charisma and idealized influence may shape employees' perceptions regarding the relevance or appropriateness of the changes introduced.

The second hypothesis test examined the estimated coefficient (original sample) for the influence of transformational leadership on human resource performance, which was 0.373. This result indicates that transformational leadership positively affects HR performance. The t-test further strengthens this conclusion, with a t-statistic of 3.344, which is greater than the critical value of 1.96, and a p-value of 0.001, which is less than 0.05. It can therefore be concluded that transformational leadership has a positive and significant influence on HR performance. This means that the better the transformational leadership, the higher the HR performance tends to be. Accordingly, the second hypothesis, "Transformational leadership affects HR performance," is accepted. This study demonstrates that transformational leadership has a significant and positive effect on HR performance. As transformational leadership improves, HR performance also tends to increase. These results are consistent with previous studies showing that transformational leadership is positively associated with performance (Naderi et al., 2019). The indicator with the highest outer loading for transformational leadership was *Inspirational Motivation*, while for the HR performance variable, it was *Work Quantity*. This finding indicates that the better the inspirational motivation provided by the leader—through a clear vision, enthusiasm, and encouragement to achieve goals—the greater the work output produced by employees. On the other hand, the lowest outer loading for transformational leadership was found in *Idealized Influence (Charisma)*, and for HR performance, it was *Task Execution*. This suggests that the more a leader possesses idealized influence, the better employees tend to carry out their tasks.

The third hypothesis test assessed the estimated coefficient (original sample) for the effect of employee readiness to change on HR performance, which was 0.391. This finding provides evidence that employee readiness to change has a positive effect on HR performance. The t-test supports this, showing that the t-statistic (3.369) exceeds the critical value (1.96), and the p-value is 0.001, which is less than 0.05. It is therefore concluded that employee readiness to

change has a positive and significant influence on HR performance. This indicates that the better the employee readiness to change, the higher the HR performance tends to be. As such, the third hypothesis, "Employee readiness to change influences HR performance," is accepted. This study confirms that employee readiness to change significantly and positively affects HR performance. In other words, when employees are better prepared for change, they tend to demonstrate higher levels of performance. These findings are aligned with previous research that found a positive relationship between readiness for change and individual job performance (Alqudah et al., 2022). The indicator with the highest outer loading for employee readiness to change was *Efficacy*, while for HR performance it was *Work Quantity*. This implies that higher levels of employee efficacy contribute to increased productivity in terms of the quantity of work completed. In essence, employees' confidence and competence in navigating change play a vital role in enhancing their performance output. The lowest outer loading for employee readiness to change was found in *Appropriateness*, and for HR performance, it was *Task Execution*. This suggests that when employees perceive changes as relevant and aligned with organizational needs, they are more likely to be motivated and focused in carrying out their responsibilities effectively.

4. Conclusion

This study aimed to examine the role of transformational leadership and employee readiness to change in enhancing human resource performance at the Customs and Excise Office Type Madya Pabean A Semarang. The findings reveal that transformational leadership has a significant positive effect on employee readiness to change. Specifically, leaders who exhibit idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration foster a higher level of readiness among employees to adapt to organizational changes. This suggests that transformational leaders play a crucial role in preparing employees psychologically and behaviorally for change processes. Furthermore, transformational leadership was found to directly improve human resource performance. Effective transformational leaders inspire and motivate employees, which enhances work quality, quantity, task execution, and overall responsibility. This reinforces the notion that leadership style is a critical driver of employee productivity and organizational success. Additionally, the study confirms that employee readiness to change positively influences performance outcomes. Employees who perceive the change as appropriate, supported, and manageable tend to perform their duties more efficiently and effectively.

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