

Transformational Leadership in Improving HR Performance with Employee Readiness to Change as a Mediating Variable

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Abstract. *The transformation of the Indonesian National Police is a major effort to respond to the challenges of changing times, where technology, social dynamics, and community needs are growing rapidly. This process includes modernizing the managerial system, strengthening information technology, and improving the quality of public services that are more transparent and responsive. One important aspect of this transformation is the reform of the work culture within the Indonesian National Police, which requires police members to be more professional, have integrity, and be able to adapt to existing changes. In this way, the Indonesian National Police are expected to be able to maintain public security and order while building stronger public trust. The readiness of police personnel is the key to success in undergoing this transformation. Without adequate readiness, change will only stop at the policy level without real implementation. This will strengthen public trust and ensure that the police remain relevant as an institution that serves the community. In the context of the transformation of the Indonesian National Police, transformational leaders have the ability to recognize and support the readiness of personnel in facing change. Employee readiness to change is the level of employee readiness and willingness to accept, support, and adapt to changes in the organization. This study is to test the hypothesis with the intention of validating or strengthening the hypothesis, with the hope of strengthening the theory that is the basis of the research. In connection with this, the type of research applied is "Explanatory research" or research that is explanatory in nature.*

Keywords: *Employee Readiness to Change; HR Performance; Leadership; Mediation; Transformational.*

1. Introduction

The transformation of the Indonesian National Police is a major effort to respond to the challenges of changing times, where technology, social dynamics, and community needs are increasingly developing rapidly. This process includes modernizing the managerial system,

strengthening information technology, and improving the quality of public services that are more transparent and responsive. One important aspect of this transformation is the reform of the work culture within the Indonesian National Police, which requires police members to be more professional, have integrity, and be able to adapt to existing changes. In this way, the Indonesian National Police are expected to be able to maintain public security and order while building stronger public trust. Police transformation in Indonesia is a strategic step to adapt to the challenges of the times that continue to develop. In the era of globalization and digitalization, the need for fast, transparent, and responsive services is becoming increasingly urgent. This change includes modernizing technology, improving personnel competence, and strengthening relations with the community. This transformation not only involves changes to systems and procedures, but also requires a paradigm shift in mindset and work culture across all lines of the police.

The readiness of police personnel is the key to success in undergoing this transformation. Without adequate readiness, change will only stop at the policy level without real implementation. This readiness includes the ability to adapt to new technologies, understand the demands of modern society, and develop the interpersonal skills needed to maintain security and build public trust. Moreover, personnel must also have a mindset that is open to change and willing to leave old patterns that are no longer relevant. The importance of personnel readiness to change not only impacts the success of the organization, but also the reputation of the police in the eyes of the public. Personnel who are ready to change will be able to provide better, more professional, and more humane services. This will strengthen public trust and ensure that the police remain relevant as an institution that serves the community. Therefore, strengthening training, increasing motivation, and leadership support are the main factors in encouraging personnel readiness to face this transformation. In facing rapid and complex changes, transformational leadership in the Police plays a very crucial role. Transformational leaders are able to inspire and motivate members to adapt to change, not only through orders, but by arousing a high sense of responsibility and commitment to the organization's vision. This type of leadership emphasizes the development of individual potential, empowerment of members, and the creation of a work environment that is open to innovation. Transformational leaders in the Indonesian National Police are expected to provide clear direction, direct positive energy for change, and set a good example in implementing professional and integrity-based police values.

In the context of Polri transformation, transformational leaders have the ability to recognize and support personnel readiness in facing change. They do not only focus on achieving short-term goals, but also on building long-term capacity, such as skills development, forming a mindset that is open to change, and fostering stronger relationships between Polri and the community. Leaders who are able to facilitate the change process with an empathetic approach and attention to personnel needs will accelerate the adaptation process and ensure the success of the overall transformation. The results of research related to the role of transformational leadership on HR performance are still controversial. Research (Hikmah

Perkasa & Satria, 2020) states that transformational leadership does not have a significant effect on HR performance. This result is supported by research (Dewantoro, 2023) which states that transformational leadership has an insignificant effect on HR performance. This result is in contrast to (Magasi, 2021) which states that transformational leadership has a very significant role in improving HR performance as well as (Idris et al., 2022) which states that transformational leadership has a significant role in driving HR performance.

This research gap shows that there is inconsistency in the findings regarding the effect of transformational leadership on HR performance. This inconsistency highlights the need for further research to understand the conditions and factors that influence the relationship between transformational leadership and HR performance and organizational performance. Therefore, this study aims to fill the gap in the literature by identifying and analyzing the specific effects of various transformational leadership on their performance with the role of employee readiness to change as a mediator. Employee readiness to change is the level of employee readiness and willingness to accept, support, and adapt to changes in the organization (Metwally et al., 2019). Employee readiness to change includes positive attitudes and proactive behaviors of employees towards proposed or ongoing changes (Katsaros et al., 2020).

2. Research Methods

The purpose of this study is to test the hypothesis with the intention of validating or strengthening the hypothesis, in the hope of strengthening the theory that is the basis of the research. In relation to this, the type of research applied is "Explanatory research" or research that is explanatory in nature. This means that this study focuses on the relationship between variables by testing the hypothesis, where the description includes a description but the main focus is on the relationship between variables (Singarimbun, 1982).

3. Results and Discussion

3.1. HR Performance

HR performance according to experts is HR performance is the result of quality and quantity work achieved by a Human Resource in carrying out their duties, namely in accordance with the responsibilities that have been given to employees (Sedarmayanti, 2017). Meanwhile, according to (Sakban et al., 2019) performance is a condition related to the success of an organization in carrying out its mission and has which can be measured from the level of productivity, quality of responsiveness service, responsibility and accountability.

According to Robbins & Judge (2013), performance indicators are:

1. Quality

Quality of work is how well Human Resources do what they are supposed to do.

2. Quantity

The quantity of work is how long an employee works in one day. This quantity of work can be seen from the working speed of each Human Resource.

3. Execution of tasks

Task execution is how far Human Resources are able to carry out work accurately or without errors.

4. Responsibility

Responsibility for work is the employee's awareness of their obligation to carry out the work assigned by the company.

Human resource performance is defined as the level of success of a person in carrying out tasks in accordance with their responsibilities and authorities based on performance standards that have been set during a certain period in order to achieve organizational goals.

Table 3.1 Respondents' Responses to Personnel Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Quality	19	8	75	55	44	3.483	Currently
Kp 2	Quantity	10	16	61	66	48	3.627	Currently
Kp 3	Execution of tasks	10	16	64	49	62	3,682	Tall
Kp 4	Responsibility	14	11	70	49	57	3.617	Currently
Average							3.602	Currently

Source: Processed primary data, 2025

Based on Table 3.1 Based on data obtained from a survey of 201 respondents at the Cirebon Police, respondents' responses to the Personnel Performance variable as shown in the table show that in general personnel performance is in the Moderate category, with an average mean value of 3,602. The Quality Indicator obtained an average value of 3,483 and is included in the Moderate category, indicating that the ability of personnel to complete work with accuracy and good quality standards still needs to be improved. This shows that although most personnel are quite good at carrying out their duties, there is still room for improvement to improve the quality of work results as a whole.

Furthermore, the Quantity indicator obtained a mean value of 3,627, also in the Medium category. This illustrates that the volume of work that can be completed by personnel in a certain period of time has been running quite well, but has not reached the optimal level. The Task Implementation Indicator recorded the highest mean value of 3,682 and is in the High category. This shows that personnel are quite disciplined and consistent in carrying out the responsibilities of the work given, being a positive indication in the implementation of tasks in the field. Meanwhile, the Responsibility indicator obtained a mean value of 3,617, still in the Medium category, which means that there is a good level of concern and sense of responsibility from personnel, although not evenly distributed in all parts.

Overall, these data reflect that respondents' perceptions of personnel performance are in fairly good condition, but not yet fully optimal. The average value in the Moderate category shows the need for further improvement in several aspects, especially in the quality and responsibility of work. Overall personnel performance improvement can be maximized if supported by the right leadership style, such as transformational leadership, as well as personnel readiness to face change (employee readiness to change), so that the process of improvement and innovation in the organization can run more effectively and sustainably.

3.2. Transformational Leadership

Transformational leadership is essential for organizations because it provides vision and motivation in dealing with environmental and professional changes (Khan et al., 2019). Transformational leadership, one of the key leadership styles in management practice, has been shown to have a positive impact on followers' attitudes, behaviors, and individual development (Chua & Ayoko, 2021). A transformational leader can change followers' attitudes and behaviors, foster value for change, thereby promoting change and enhancing followers' professional growth (Hilton et al., 2023).

Transformational leadership is a leadership theory in which a leader works with a team or followers beyond their immediate self-interest to identify needed change, create a vision to guide the change through influence, inspiration, and implement the change together with committed group members (Kim & Park, 2020). This change in self-interest increases followers' maturity and aspirations, as well as their concern for achievement (Vermeulen et al., 2020). This theory is very difficult to practice or teach because it is a combination of many leadership theories (Saira et al., 2021). Most criticisms of transformational leadership are about the ethics and moral values of the leader which can lead to abuse of power and unintended consequences (Northouse, 2018).

Transformational leadership works by inspiring team members to motivate themselves, which can lead to a lack of focus on important tasks (Zuraik & Kelly, 2019). Transformational leaders aim to lead by example and model ideal employee behavior, which may not provide enough structure and guidance for some employees (Koh et al., 2019). One of the most

important aspects of the advantages and disadvantages of transformational leadership is the ability to find gaps and problems in a vision and generate changes to resolve them quickly (Cho et al., 2019). Leaders can also “sell” new solutions to their followers, meaning they are quickly adopted (Zuraik & Kelly, 2019).

Transformational leadership can encourage knowledge sharing because transformational leaders can change the attitudes and behaviors of followers and foster values for change (Madi Odeh et al., 2023). A leader can transform his subordinates through four ways called four i (Bass, 1996; Burns & Bass, Bernard M, 2008), namely:

- 1 *Idealized influence (charisma)*. Often referred to as having charisma, namely a charismatic leader who fosters pride and trust from employees because he has a clear vision.
- 2 *Inspirational motivation*. Transformational leaders motivate and inspire their subordinates by clearly communicating high expectations and work challenges, using symbols to focus effort or action, and expressing important goals in simple ways.
- 3 *Intellectual stimulation*. *Intellectual stimulation* namely a leader whose leadership attitudes and behavior are based on developing scientific knowledge and who is intellectually able to translate it into productive performance.
- 4 *Individualized consideration*. Transformational leaders pay special attention to each individual's need to excel and grow by acting as a coach or advisor.

Transformational Polri Leadership refers to the leadership approach in the Indonesian National Police (Polri) that is oriented towards transformation or positive change. This leadership style includes efforts to encourage and inspire police members to achieve higher performance and contribute to positive change in the organization. Transformational Polri Leadership aims to create a dynamic work environment, responsive to change, and empower police members to achieve high performance standards and provide optimal service to the community.

Transformational leadership in the Indonesian National Police is a leadership style that focuses on inspiring and motivating police members to achieve higher performance by creating meaningful positive change in the organization. In this study, the transformational behavior dimension uses Four I (Bass, 1985), namely Idealized Influence (Charisma), Intellectual stimulation, Individualized Consideration, Intellectual Stimulation and Inspirational Motivation.

Table 3.2 Respondents' Responses Transformational Leadership

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kt 1	Idealized Influence (Charisma)	16	12	60	57	56	3.622	Currently
Kt 2	Intellectual stimulation	11	14	54	58	64	3,746	Tall
Kt 3	Individualized Consideration	13	14	59	45	70	3,721	Tall
Kt 4	Inspirational Motivation	14	12	66	57	52	3.602	Currently
Average							3,673	Currently

Source: Processed primary data, 2025

Based on Table 3.2 Based on data obtained from the survey results of 201 respondents at the Cirebon Police, respondents' responses to transformational leadership were generally in the Moderate category with an average value (mean) of 3,673. This shows that respondents felt the application of transformational leadership style in their work environment, although not yet fully maximized. This category reflects that important elements in transformational leadership have begun to form, but still need strengthening in order to provide a more significant impact on improving human resource (HR) performance.

If we look at each indicator in more detail, Intellectual Stimulation and Individualized Consideration obtained the highest mean values, respectively 3,746 and 3,721, which are included in the High category. This indicates that superiors or leaders in the Cirebon Police environment have been able to provide intellectual challenges and individual attention to their subordinates. These two aspects are important parts of transformational leadership that can encourage HR to think creatively, solve problems independently, and feel valued as unique individuals in the organization.

Meanwhile, the other two indicators, namely Idealized Influence (Charisma) and Inspirational Motivation, obtained mean values of 3,622 and 3,602, respectively, which are in the Medium category. This value indicates that although leaders have shown exemplary attitudes and attempted to provide inspirational motivation, their implementation is still not strong enough to fully influence subordinates as a whole. Thus, organizations need to improve the charisma aspect of leaders and their ability to collectively motivate members to achieve common goals. Improvements in both of these aspects will strengthen the effectiveness of transformational leadership in encouraging readiness for change and overall HR performance.

3.2.1. The Influence of Transformational Leadership on Improving Personnel Performance

Based on the test results obtained, it shows that there is a positive and significant influence between Transformational Leadership on Improving Personnel Performance. This is proven by the original sample value of 0.664, the T-statistic value of 11.003 which is much greater than the T-table value of 1.972, and the p-value of

0.000 which is smaller than 0.05. Thus, the hypothesis H1 which states that Transformational Leadership has a positive effect on Personnel Performance can be accepted. This finding indicates that the higher the application of transformational leadership, such as the leader's ability to provide inspiration, motivation, and individual attention to his subordinates, the higher the level of performance shown by the personnel. Leaders who are able to build a strong vision, provide intellectual challenges, and pay attention to the development needs of members will encourage increased work enthusiasm, responsibility, and the achievement of organizational goals more optimally. In other words, transformational leadership is a key factor in increasing the effectiveness and productivity of human resources in the organizational environment.

3.2.2. The Influence of Transformational Leadership on Increasing Employee Readiness to Change

Based on the test results obtained, there is a significant positive influence between Transformational Leadership and Employee Readiness to Change at Polres Cirebon. The T-statistic value of 43.695 which is much larger than the T-table value of 1.972, and the p-value of 0.000 which is smaller than 0.05, indicates that the relationship between these two variables is very significant. Effective transformational leadership can encourage employee readiness to face change, because this leadership style motivates individuals to accept new challenges and adapt to changes that occur in the work environment. With a clear vision and the ability to empower individuals, transformational leaders can create an atmosphere that supports change, increasing employee confidence and readiness to face it. Therefore, the hypothesis H2 which states that Transformational Leadership has a positive effect on Employee Readiness to Change can be accepted.

3.3. Employee Readiness to Change

Readiness is a term frequently used in relation to change, yet there is little understanding of this construct (Lehman et al., 2002). Readiness is a construct that is relevant not only before the initiation of change, but also throughout the change process (Nilsen et al., 2020). However, readiness is essentially a future-oriented construct; it connotes a process of preparation or a state of being ready for future action (Weiner, 2009). Although one may ask or assess readiness at various points in the change process, these questions or assessments focus on readiness for the next step or stage in the process (e.g., ready for, ready to). Readiness inherently involves the future; in everyday discourse, readiness is considered a precursor to action or response.

Readiness to change can be defined as prior knowledge of an increased or decreased attitude toward a change effort (Vakola, 2014). Then, (Haffar et al., 2019) created the concept of readiness to change which is an employee's perspective on the need for organizational

change, namely acceptance of change and also employee beliefs about changes that will benefit employees and the organization.

Individual beliefs, attitudes, and intentions are the filters that people use to decide whether change is necessary or whether the organization is capable of implementing change (Lizar et al., 2015). The concept of "readiness" has been used to reflect three distinct concepts; namely, individual readiness to change, or self-efficacy; perceived organizational readiness to change, or confidence in the organization's ability to manage change; and actual organizational readiness to change, or the organization's ability to implement change (Desplaces, 2005).

Individual readiness to change is defined as the extent to which an individual is ready to participate in different organizational activities (Ahmed Al-Maamari et al., 2018). It is seen as a precursor to behavioral resistance, or support or endorsement of change efforts undertaken by the organization (Madsen et al., 2006). These forces must be altered for change to occur (Desplaces, 2005). Individual readiness to change reflects an individual's thoughts, feelings, and intentions, which may or may not lead to specific behaviors related to his or her attitudes (Vakola, 2014).

According to Armenakis and Harris (2009), the formation of beliefs, attitudes and intentions is the result of five perceptions or beliefs, namely:

1. Changes do need to be made because there is a difference/gap between the current condition and what is desired/should be (discrepancy). This perception raises awareness of the need for change.
2. The change is an appropriate change. This perception can foster that they are doing something right and certain and increase their self-confidence in their abilities.
3. The organization and the individuals within it have the ability to face the change (efficacy). Belief in this will increase motivation and be more willing to put in more effort than expected, thus increasing the effectiveness of the change effort.
4. There is adequate support from the organization's leaders (principal support). This perception confirms the existence of commitment from the leadership, which then reduces the sense of uncertainty that occurs due to change and increases commitment to achieving the goals of change.
5. Change will provide benefits/advantages for them (valence).

Clear benefits, both short-term and long-term, and how attractive these benefits are to members of the organization will of course influence the commitment of members of the organization to change.

The five perceptions above can be psychological factors or dimensions that occur personally in each individual involved in organizational change. Holt and Vardaman (2013) argue that, in addition to psychological factors, there are other factors in forming readiness to change, namely structural or contextual factors. These structural factors reflect the conditions in which change occurs and the degree to which these conditions support or implement change, including the suitability of individual knowledge, skills and abilities with demands. Climate support, both tangible and intangible, and change strategies.

So employee readiness to change is concluded as an attitude, readiness to change is presented in this study as a force field, which supports or rejects change. The indicators used in this study by Armenakis and Harris (2009), are discrepancy; appropriateness; efficacy; principal support and valence.

Table 3.3 Respondents' Responses Employee Readiness to Change

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Er 1	Discrepancies	10	13	64	53	61	3,706	Tall
Er 2	Appropriateness	10	17	71	45	58	3.617	Currently
Er 3	Efficacy	10	16	65	49	61	3,672	Currently
Er 4	Principal Support	17	9	55	60	60	3,682	Tall
Er 5	Valence	16	8	73	53	51	3,572	Currently
Average							3,650	Currently

Source: Processed primary data, 2025

Based on Table 3.3, the data obtained from the survey results of 201 respondents at the Cirebon Police Department shows that in general the respondents' responses to Employee Readiness to Change are in the Moderate category, with an average mean value of 3,650. The indicators with the highest values are Discrepancy (Er1) and Principal Support (Er4) which each obtained a mean value of 3,706 and 3,682, both of which are included in the High category. This shows that the majority of employees feel the need to change and feel adequate support from their superiors in the change process, which is an important foundation in building individual readiness to face transformation in the organization.

Meanwhile, the other three indicators, namely Appropriateness (Er2), Efficacy (Er3), and Valence (Er5) obtained average values of 3,617, 3,672, and 3,572, respectively, all of which

are in the Moderate category. This value reflects that most respondents consider the changes made by the organization to be quite relevant and appropriate (appropriateness), they have sufficient confidence in their ability to carry out the changes (efficacy), and see personal benefits from the changes (valence). However, there is still room for strengthening, especially in communicating the value of the changes and building employee confidence in dealing with them.

Overall, the results of this survey indicate that Employee Readiness to Change at Polres Cirebon is in the Medium category. Although there are elements of support and awareness of the importance of change that are quite high, the organization still needs to strengthen the aspects of perception of benefits and suitability of change, as well as increase individual efficacy so that readiness for change can be improved as a whole. This effort is important as a strategic step in supporting the successful implementation of transformational leadership and improving HR performance in a sustainable manner.

3.3.1. The Influence of Employee Readiness to Change on Improving Personnel Performance

Based on the test results obtained, there is a significant positive influence between Employee Readiness to Change and Personnel Performance at Polres Cirebon. The T-statistic value of 4.104 which is greater than the T-table value of 1.972, and the p-value of 0.000 which is smaller than 0.05, indicates that Employee Readiness to Change has a significant positive influence on improving personnel performance. This illustrates that the level of individual readiness to face change greatly affects how well they can adapt to new task demands or changes in the work environment. When members have high readiness to change, they will be more open to change and better able to implement these changes in their work, which in turn improves overall performance. Thus, the hypothesis H3 which states that Employee Readiness to Change has a positive influence on Personnel Performance can be accepted.

4. Conclusion

Transformational leadership has a positive and significant effect on personnel performance. This shows that improving the quality of leadership applied in Polres Cirebon can improve personnel performance, which in turn contributes to the effectiveness of the organization as a whole. Transformational leadership has a positive and significant effect on employee readiness to change. This indicates that an inspiring and participatory leadership style can improve personnel readiness to accept and adapt to change, which is very important in organizations that are developing or undergoing transformation. Employee readiness to change has a positive and significant effect on personnel performance. This shows that personnel readiness to face change plays an important role in improving their performance. The higher their level of readiness to face change, the higher their potential to provide better performance in the organization.

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