

# Readiness for Change: The Secret to Managing Employee Performance

**Dewiana Novitasari**

Sekolah Tinggi Ilmu Ekonomi Insan Pembangunan, Indonesia

Email: [dhewiediosa@gmail.com](mailto:dhewiediosa@gmail.com)

**Abstract** - This study aimed to measure the effect of transformational leadership on employee performance of the employee of a fashion industry in West Java which is mediated by readiness for change. Sample data collected from 130 employees by simple random sampling technique. Data processing was used in the SEM method. The results of this study concluded that transformational leadership has a negative and significant effect on employee performance, but transformational leadership has a positive and significant effect on readiness for change. This study conclude also that readiness for change has a positive and significant effect on the relationship between transformational leadership and employee performance. Readiness for change as partial mediator. This new research proposed a model for building employee performance among the employee of a fashion industry in West Java through enhancing transformational leadership practice with readiness for change as a mediator. This research could pave the way to improve employee readiness in facing the era of industrial revolution 4.0.

**Keywords:** Employee performance, readiness for change, transformational leadership.

## I. INTRODUCTION

In most companies, the industrial revolution era 4.0 is an absolute phenomenon and is unavoidable. A company should own a strategy that can do transformation and innovation to deal with this issue. This strategy could help the company and other businesses that have been built to not get affected by the era and inhibit its development (Agistiawati et al., 2020; Asbari, 2015; Jumiran et al., 2020; Novitasari et al., 2020; Nuryanti et al., 2020; Sudiyo et al., 2020; Yuwono et al., 2020). A company should also own a map that is integrated, so the direction of business development can be seen clearly. In between the strategy that is urged to be noticed is the readiness for change in every organization, especially to the global business organization. The global competition in this era requires readiness for change without any breaks from every industrial people. A covid-19 pandemic condition that is still surging in the world, including Indonesia, also requires changes in the situation and condition of the current businesses (Purwanto, Asbari, Fahlevi, et al., 2020a; Purwanto, Pramono, et al., 2020; Setyowati Putri et al., 2020). Therefore, management must do practical and strategic steps to bring the organization out of the puddle of crisis that has almost drown some part of companies that is not prepared well.

Indonesian society has a strong spirit of patronage. Therefore, paying attention to the leadership practices in every unit of society, especially in the business organization is very important and crucial (Asbari, Chi Hyun, Wijayanti, Imelda, et al., 2020; Asbari, Pramono, Kotamena, Juliana, et al., 2020; Asbari, Purwanto, Fayzhall, et al., 2020; Asbari, Purwanto, Maesaroh, et al., 2020; Asbari, Wijayanti, et al., 2019; Asbari, Wijayanti, Hyun, Purwanto, et al., 2020; Fikri et al., 2020; Sopa et al., 2020a, 2020b). However, in the research field was found that transformational leadership practice does not give a significant influence on the performance of employees (Asbari, 2019; Fayzhall, Asbari, Purwanto, Goestjahjanti, et al., 2020; Jumiran et al., 2020; Maesaroh et al., 2020; Nugroho et al., 2020; Waruwu et al., 2020; Yanthy et al., 2020). While research gap is still happening in the relationship between transformational leadership, readiness for change, and worker's performance, thus this research needs to be done as soon as possible. For instance, research by (Mahessa, 2016) states that leadership positively and significantly affects the readiness for change, while according to the research of (Susyanto, 2019) oppositely states that transformational leadership does not significantly affect the readiness for change on employees. Therefore, this research gap push researchers to elaborate deeper on the relationship between the two constructs.

## II. LITERATURE REVIEW AND HYPOTHESIS

### A. *Transformational Leadership*

(Bass & Avolio, 2000) improved the transformational leadership theory, based on the previous theory of transformational leadership by (Burn, 1978). Every transformational leadership supporters believe that transformative leaders create trust, loyalty, admiration, and respect towards the adherent, and in between the adherents and leaders, so that they are voluntarily ready to achieve target, purpose and organization vision. (Robbins, 2001) confirmed that transformational leadership is whoever inspires their followers to change their life and able to aspire bigger target and vision. Defined by (Luthans, 2005), the transformative leader can change their followers' awareness, improve their spirit, and motivate them to do their best to achieve the organization's target, and their willingness to change should come from themselves. According to (Bass & Avolio, 2000), there are three characteristics of transformative leaders, which are to improve the awareness of the followers about the significance of process and effort. Secondly, to motivate the adherent to prioritize the group's interests more than the individuals'. Lastly, to divert the needs of the adherent outside material things to a higher level, such as pride and actualization.

In other words, (Burn, 1978) states that transformative leaders are the people who push their adherent to act for certain purposes who represent values and motivation – needs and desire, aspiration and hope – from every leader and adherents. They can change the adherent's awareness and build normative values, ambition, to accomplish higher morality, such as equality, freedom, justice, humanitarianism, and peace.

### B. *Readiness for change*

Research done by (Holt et al., 2007) shows that readiness for change is a multi-dimension that is affected by worker's confidence that (a) they can implement changes that are proposed (which is *change efficacy*), (b) changes that are proposed is correspond to the organization (which is *appropriateness*), (c) leaders commit for changes that are proposed (which is *management support*), also (d) changes that are proposed should be beneficial for the members of the organization (which is a *personal benefit*). Still, according to (Holt et al., 2007), the indicator that could be used to measure the readiness for change of the employees are: (1) Worker's confidence towards changes that are proposed is proper for the organization; (2) Worker's confidence towards organization would receive advantage from application of the changes; (3) Employees believe in the presence of logical reasons for changes and the presence of needs for the changes that are proposed; (4) Employees focus on the benefits of changes in the company; (5) Worker's confidence towards their capability to apply changes that are desired; (6) Worker's feeling towards leaders and management in the organization having commitments and supporting the implementation of changes that are desired; (7) Worker's feeling towards themselves that they would receive benefits from the implementation of changes that are desired.

To prepare employees to be confident enough to change in the organization, understanding the ways that could be used to grow readiness for change is necessary. Two things could be done by the organization, which are establish the readiness of the employees to change and solving problems of avoiding changes (Banjongprasert, 2017). (Hadiyani, 2014; Pramadani, 2012) claim that organizational commitment could affect the readiness for change. Organizational commitment is the desired to stay as a member of the organization, trust and receiving values and the organization's purpose as well as the willingness to work hard for the sake of the organization's interest. Other than that, *employee engagement* (work involvement) has a role in the success of the implementation of organization's changes, especially in the larger scale, which involve every elements of the organization. Employees that are involved in the organizational activities will tend to support the journey of the changes of organization and ready to change.

### C. *Worker's Performance*

Performance is the behavior on how a target is achieved (Armstrong & Taylor, 2014). Performance is the oriented process of the purpose that is directed to ensure that every organizational process is in place to maximize the productivity of employees, the team, and also the organization itself. In another opinion, performance is the things that are done or not done by the employees (Luthans, 2005). To find out the worker's performance in an organization, some certain aspects are needed. Performance is affected by a variable that is related to work covering *role-stress* and work/non-work conflicts (Babin & Boles, 1998). There are some criteria in measuring performance, which are quality, quantity, punctuality, cost-effectiveness, and interpersonal

relationship (Bernardin & Russel, 1993). Meanwhile, Mathis & Jackson (2002) mentioned that a worker's performance has some elements, namely quantity, quality, accuracy, attendance, cooperation, and loyalty.

#### ***D. Relationship between Transformational Leadership and Worker's Performance***

A study from (Asbari, Purwanto, & Budi, 2020; Asbari, Purwanto, et al., 2019; Purwanto, Asbari, et al., 2019; Purwanto, Mayesti Wijayanti, et al., 2019) shows that transformational leadership has a positive relationship with organizational performance, by mediation or without any mediation. Other research also found similar findings, such as the study from (Bernarto et al., 2020; Purwanto, Asbari, Prameswari, et al., 2020b, 2020c; Purwanto, Wijayanti, et al., 2019). Based on the result and the conclusion of the researches above, thus researchers have made the hypothesis below:

*H1: Transformational leadership affects the worker's performance.*

#### ***E. Relationship Between Transformational Leadership and Readiness for change***

Previous research concludes that transformational leadership does not have any significant effect on the readiness for change (Susyanto, 2019). In contrast with the conclusion made by (Mahessa & NRH, 2016) who shows evidence that leadership gives a positive and significant effect on readiness for change for the employment of social security administration for health (BPJS). In addition to the conclusion of (Mujiburrahman et al., 2017), (Fitriana & Sugiyono, 2019), dan (Astuti & Khoirunnisa, 2018). Based on the result and the conclusion of the researches above, thus researchers have made the hypothesis below:

*H2: Transformational Leadership affects readiness for change of the employees*

#### ***F. Relationship Between Readiness for change and Worker's Performance***

Holt, *et al* (2007) defined readiness as worker's trust that they can implement changes that are proposed (*self-efficacy*), these changes are appropriate for the organization (*appropriateness*), leaders commit to these changes (*management support*), also these changes will give advantage to the members of the organization (*personal benefit*). From the explanation of Holt, *et al* (2007), an employee is declared as ready to change is when they show the behavior of acceptance, embracement, and adopt plans of changing that will be done. Before an employee is in a ready position, they should reflect content, context, process, and individual attributes to perceive and believe the changes that will be done by the organization. Readiness for change has been an important factor in creating the success of changes (Armenakis, *et al* 1993). This is shown by the two behavior when changes are done, which could be positive and negative. Positive behavior is shown by the presence of readiness for change and negative behavior is shown by avoiding changes. Creating positive behavior in employees could be done by building readiness for change in employees so that the changes could achieve the success that is desired.

*H3: Readiness for change affects worker's performance.*

#### ***2.7 Effect Of Transformational Leadership Towards Worker's Performance Through Readiness for change as a Mediator***

Some researchers conclude that the variable of transformational leadership has a significant relationship with worker's performance variable through the readiness for change (Katsaros et al., 2020). Partially, some other researchers mentioned the significant effect of transformational leadership towards readiness for change (Astuti & Khoirunnisa, 2018; Sari, 2018), and there is a significant effect of readiness for change towards worker's performance (Fitriana & Sugiyono, 2019). there is not much researcher that gives the model of the relationship between the mediation variable of readiness for change towards the relationship of transformational leadership variable and worker's performance variable. Therefore, the author has made the hypothesis mentioned below:

*H4: Transformational leadership affects worker's performance through readiness for change as a mediator.*

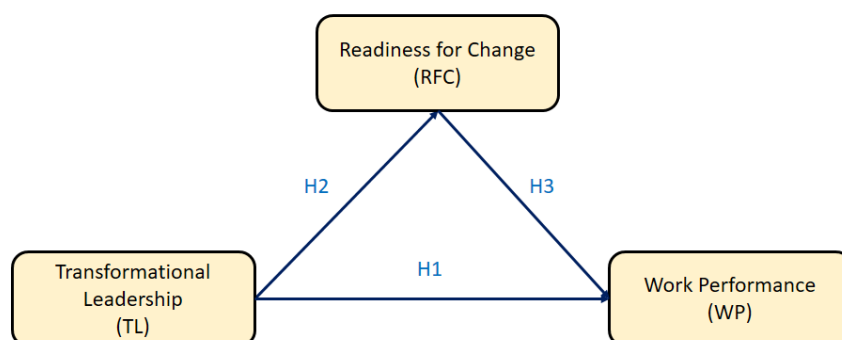
### **III. RESEARCH METHOD**

#### ***A. Definition of Operational Variable and Indicator***

The method that was used in this research is the quantitative method. Data collection is done by spreading questionnaires to every employee working in fashion in West Java, Indonesia. The instrument that was used to measure transformational leadership is adapted by (Bogler, 2001) using 5 items (TL1-TL5). Readiness for change is adapted by (Holt et al., 2007) using 7 items (RFC1-RFC7). Worker’s performance is adapted by (Bernardin & Russel, 1993) using 6 items (WP1-WP6). The research model can be seen in Figure 1. The questionnaire is closely designed except for questions/statements regarding the respondent’s identity, which is in a form of a semi-opened questionnaire. Every item of closed questions/statements was given five answer options, which are strongly agreed 5 points, Agree 4 points, neutral 3 points, disagree 2 points, strongly disagree 1 point. The method used in data preparation was by using PLS as well as software SmartPLS version 3.0 as the tool.

**B. Population and Sample**

The population in this research is the employee from one of the fashion industries in West Java, Indonesia, which has around 219 people. The questionnaire was spread by simple random sampling technique. Questionnaire results that were returned validly were 132 samples. So, the total sample was 60.27% of the whole population.



**Figure 1. Research Model**

**IV. RESULT AND DISCUSSION**

**A. Description of Sample**

**Table 1.** Sample Descriptive Information

Criteria		Total	%
Age (per January 2020)	< 30 years	42	32.3%
	30 - 40 years	74	56.9%
	> 40 years	14	10.8%
Working period	< 5 years	49	37.7%
	5-10 years	63	48.5%
	> 10 years	18	13.8%
Last Education	≥ Bachelor Deg.	21	16.2%
	Senior High	93	71.5%
	Junior High	16	12.3%

**B. Validity Test Result and Research Reliability Indicator**

Stages on the testing model of measuring involve convergent validity tests and discriminant validity. While the value of Cronbach’s alpha and composite reliability is needed in testing for construction reliability. PLS

analysis results could be used to test for research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability test.

1. Convergent Validity Testing

A convergent validity test is done by seeing the value of the loading factor of each indicator towards the construct. In most references, with factor weighing from at least 0.5 is considered to have validity that is strong enough to explain the latent construct (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this research, the minimum limit of loading factor that is accepted is 0.5, with the condition of AVE score for every construct, which is > 0.5 (Ghozali, 2014). After passing the process of Smart PLS 3.0, there are some indicators or items that need to be taken out from the model. Furthermore, all indicators should have a loading factor score above 0.5 or has met the condition of AVE score above 0.5. The model that is fit and valid from the research could be seen in Figure 2. Therefore, convergent validity from this research model has met all of the requirements. Loading score, Cronbach’s alpha, composite reliability, and AVE in every construct can be seen in Table 2 below:

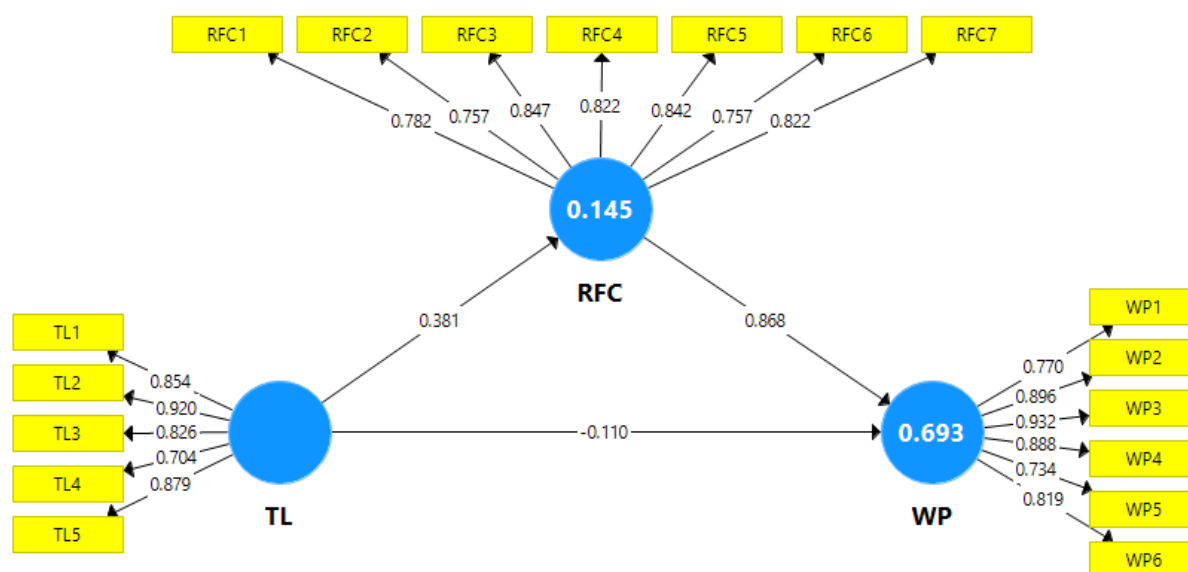


Figure 2. Valid Research Model

Table 2. Items Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach’s Alpha	Composite Reliability	AVE
Transformational Leadership (TL)	TL1	0.854	0.912	0.922	0.705
	TL2	0.920			
	TL3	0.826			
	TL4	0.704			
	TL5	0.879			
Readiness for Change (RFC)	RFC1	0.782	0.909	0.928	0.648
	RFC2	0.757			
	RFC3	0.847			
	RFC4	0.822			
	RFC5	0.842			
	RFC6	0.757			
	RFC7	0.822			
Worker’s Performance (WP)	WP1	0.770	0.917	0.936	0.711
	WP2	0.896			
	WP3	0.932			
	WP4	0.888			

WP5	0.734
WP6	0.819

**Table 3. Discriminant Validity**

Variables	RFC	TL	WP
Readiness for Change (RFC)	<b>0.805</b>		
Transformational Leadership (TL)	0.381	<b>0.840</b>	
Worker's Performance (WP)	0.626	0.221	<b>0.843</b>

**Table 4. Collinearity Statistics (VIF)**

Variables	RFC	TL	WP
Readiness for Change (RFC)			1.170
Transformational Leadership (TL)	1.000		1.170
Worker's Performance (WP)			

## 2. Discriminant Validity Test

Discriminant validity is done to ensure that every concept of each latent variable is in contrast with the other latent variables. A model has a good discriminant validity if the quadratic value of AVE in each exogenous construct (value on the diagonal) exceeds the correlation between the construct with the other construct (value below diagonal) (Ghozali, 2014). The result of discriminant validity research is done by the quadratic value of AVE, which means by seeing the Fornell-Larcker Criterion Value that is obtained the same way as shown in Table 3.

Discriminant validity test result shown in Table 3 indicates the whole construct having square root value of AVE above correlation value with the other latent construct (through Fornell-Larcker Criterion) including the cross-loading value of the whole item from any indicator that is larger than the other indicator items as mentioned in Table 4, so it can be concluded that a model has met a discriminant validity (Fornell & Larcker, 1981).

Moreover, collinearity evaluation is done to discover whether there is collinearity in the model. To find out about collinearity, VIF estimation from every construct is required. If the VIF score is higher than 5, then the model will show collinearity (Hair et al., 2014). It is shown the same way as in Table 4, all VIF score that is less than 5 means that the model has no collinearity.

## 3. Construct Reliability Test

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability from each construct. The value of composite reliability and Cronbach's alpha is suggested to be more than 0.7 (Ghozali, 2014). Reliability test results in Table 2 above show that all construct has composite reliability value and Cronbach's alpha value higher than 0.7 ( $> 0.7$ ). In conclusion, all constructs have met the reliability that is required.

## C. Hypothesis Examination

The hypothesis test in PLS is also denoted as an inner model test. This test covers a significance test that has a direct and indirect impact as well as how large is the measurement of the exogenous variable impact towards the endogenous variable. To discover the effect of transformational leadership on worker's performance is through readiness for change as a mediation variable that needs a direct and indirect impact test. The impact test is done by using T-Statistic test in an analysis model called Partial Least Squared (PLS) with the help of SmartPLS 3.0

software. With the bootstrapping technique, R square value and significance test value can be obtained as shown in Table 5 and Table 6 below:

Table 5. *R Square Value*

	R Square	R Square Adjusted
Readiness for Change (RFC)	0.145	0.142
Worker's Performance (WP)	0.693	0.690

Table 6. *Hypotheses Testing*

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	TL -> WP	-0.110	0.044	2.513	0.012	<i>Supported</i>
H2	TL -> RFC	0.381	0.061	6.205	0.000	<i>Supported</i>
H3	RFC -> WP	0.868	0.038	22.940	0.000	<i>Supported</i>
H4	TL -> RFC -> WP	0.331	0.056	5.897	0.000	<i>Supported</i>

Based on Table 5 above, the *R Square* value of Readiness for change (RFC) is 0.145, which mean the variable of Readiness for change can be explained by the Transformational Leadership (TL) variable in the percentage of 14.5%, while the other has the percentage of 85.5% clarified by other variables that are not discussed in this research. *R Square* value of Worker's Performance (WP) is 0.693, which means this variable can be justified by the Transformational Leadership (TL) and Readiness for change (RFC) variables in the percentage of 69.3%, while the rest has the percentage of 30.7% explained by the other variables that are not discussed in this research. Meanwhile, Table 6 shows *T-Statistics* and *P-Values* which indicate the effect of the variables mentioned above.

#### D. Discussion

##### 1. Effect of Transformational Leadership towards Worker's Performance

According to the statistical calculation summarized in Table 6 above, can be concluded that transformational leadership has a negative but significantly affect worker's performance in an industry. Proven in the *T-Statistics* value of 2.513, which is larger than 1.96, and the *P-values* value of 0.012, which is less than 0.05. This means that the **first hypothesis (H1) is supported**. This case supports the evidence found in the previous research of (Nugroho et al., 2020; Waruwu et al., 2020), as mentioned before, the transformation process in an industry is the main indicator for transformational leadership variable only last in a very short time. Transformation is started by the changes of organizational structure, the election of a new leader, and then changes in the work and culture system. Respondent of this research does not agree that worker's performance is affected by the changes above because the process takes a very short time. Nevertheless, this research is parallel with the conclusion made by (Fayzhall, Asbari, Purwanto, Basuki, et al., 2020; Fayzhall, Asbari, Purwanto, Goestjahjanti, et al., 2020; who found evidence that leadership does not significantly affect performance. This research has given beneficial feedback towards industrial management who tries to start a change, where the process needs a constant socialization and dissemination effort so that each of the organization's members would understand fully about those essentials in the changes, thus this will support the process. Different research is also caused by a different context between the public and private organization, as well as service and industrial organization.

##### 2. Effect of Transformational Leadership towards Readiness for Change

Based on the statistical calculation summarized in Table 6 above, it can be concluded that transformational leadership has a positive and significant effect on the readiness for change of the workers in an industry. This is proven by the *T-Statistics* value of 6.205, which is larger than 1.96, and the *P-Values* value of 0.000, which is less than 0.05. This

means that the **second hypothesis (H2) is supported** or accepted. The conclusion of this research supports the evidence found in the previous research, that readiness for change is significantly and positively affects performance (Banjongprasert, 2017; Katsaros et al., 2020).

### 3. *Effect of Readiness for Change towards Worker's Performance*

Based on the statistical calculation summarized in Table 6 above, it can be concluded that readiness for change has a positive and significant effect on worker's performance of workers in the fashion industry in West Java. This is proven by the *T-Statistics* value of 22.940, which is larger than 1.96, and the *P-Values* value of 0.000, which is less than 0.05. This means that the **third hypothesis (H3) is supported** or accepted. The conclusion of this research supports the evidence found in the previous research, that readiness for change is significantly and positively affects performance (Banjongprasert, 2017; Katsaros et al., 2020).

#### 4.4.4 *Effect of Transformational Leadership towards Worker's Performance through Readiness for Change as a Mediator*

Based on the statistical calculation summarized in Table 6 above, it can be concluded that readiness for change has a positive and significant effect on worker's performance through readiness for change of the workers in an industry. This is proven by the *T-Statistics* value of 5.897, which is larger than 1.96, and the *P-Values* value of 0.000, which is less than 0.05. This means that the **fourth hypothesis (H4) is supported** or accepted. The conclusion of this research supports the evidence found in the previous research of (Katsaros et al., 2020) who claimed that readiness for change could mediate the effect of leadership on worker's performance.

## V. CONCLUSION AND SUGGESTION

### A. *Conclusion*

Based on this research, it can be concluded that transformational leadership has a negative and significant effect on the level of worker's performance in the fashion industry. However, the belief and spirit of readiness for change in workers could maintain a good performance. The most interesting aspect of this research is that in this Covid-19 pandemic era, transformational leadership practices do not significantly affect the worker's performance, but positively and significantly affect the readiness of change. Why is that so? The answer could be because the majority of workers are economically active people, who are above the age of 40 years old (66.7%) and the years of their service are mostly more than 5 years (63.3%), which means the presence of transformational leadership practices do not give as much effect towards worker's performance because they are relatively independent.

On the other hand, transformational leadership could give positive and significant effects on changes in workers during this Covid-19 pandemic. Why is that so? The answer is in leadership practice, there is an exemplary dimension that could dominantly affect. Briefing and meeting session that is held by the leaders could bring up strong awareness and belief to the workers that Covid-19 pandemic could be over and the situation could be back to normal. Besides that, motivation given from the transformational leaders could provide the belief that during post-pandemic, companies could have improved performance because they could see new probabilities in the future. Apart from that, this research has found evidence that readiness for change could fully mediate the relationship between transformational leadership and worker's performance.

### B. *Managerial Implications*

Based on the result of this research, it is suggested to the industrial management of fashion to pay more attention to better transformational leadership practice, so that they could give a positive impact on worker's performance, or if it is impossible to maintain, the management needs to consider new leadership practices that are more suitable with the worker's condition in the fashion industry that now has more economically active workers (66.7%) and has long years of service, which is more than 5 years (63.3%). Next, management needs to maintain the habit of providing briefing and motivation of the leaders in the company so they can keep up with the changes in the workers, especially in this Covid-19 pandemic situation. This is because readiness for change is the basic asset of the worker's readiness to face the tough competition in this industrial revolution era.



**C. Limitations**

This research has some limitations. Firstly, this research analyses the effect of transformational leadership on worker's performance, both directly and indirectly through the readiness for change variable. This is maybe because there are some other variables (such as motivation, competency, management knowledge, organizational culture, etc) that affect the worker's performance. The author recommends discovering, explore, and analyze more to the next researches. Moreover, this research is done in the manufacturing industry and may not be generalized to other industries. Therefore, it is suggested to do further research regarding this topic in other industries, which could be added to other regions, countries, or comparison between small and medium-sized enterprise and larger organizations.

**REFERENCES**

- [1] Agistiawati, E., Asbari, M., Basuki, S., Yuwono, T., & Chidir, G. (2020). Exploring the Impact of Knowledge Sharing and Organizational Culture on Teacher Innovation Capability. *International Journal of Science and Management Studies (IJSMS)*, 3(3), 62–77. <http://www.ijmsjournal.org/current-issue.html>
- [2] Armstrong, M., & Taylor, S. (2014). *Human Resource Management Practice*. Ashford Colour Press Ltd.
- [3] Asbari, M. (2015). *Fokus Satu Hebat*. Penerbit Dapur Buku.
- [4] Asbari, M. (2019). Pengaruh kepemimpinan transformasional dan iklim organisasi terhadap kinerja dosen. *JOCE IP*, 13(2), 172–186. <http://jurnal.ipem.ac.id/index.php/joce-ip/article/view/187>
- [5] Asbari, M. (2020). Is Transformational Leadership Suitable for Future Organizational Needs?. *INTERNATIONAL JOURNAL OF SOCIAL, POLICY AND LAW*, 1(1), 51-55.
- [6] Asbari, M., Chi Hyun, C., Wijayanti, L. M., Imelda, D., & Purwanto, A. (2020). Hard Skills Atau Soft Skills: Manakah Yang Lebih Penting Bagi Inovasi Guru. *Edumaspul - Jurnal Pendidikan*, 4(1), 1–20. [https://www.researchgate.net/publication/339274657\\_HARD\\_SKILLS\\_ATAU\\_SOFT\\_SKILLS\\_MANAKAH\\_YANG\\_LEBIH\\_PENTING\\_BAGI\\_INOVASI\\_GURU](https://www.researchgate.net/publication/339274657_HARD_SKILLS_ATAU_SOFT_SKILLS_MANAKAH_YANG_LEBIH_PENTING_BAGI_INOVASI_GURU)
- [7] Asbari, M., Pramono, R., Kotamena, F., Juliana, Sihite, O. B., Alamsyah, V. U., Imelda, D., Setiawan, S. T., & Purwanto, A. (2020). Bekerja Sambil Kuliah dalam Perspektif Self-Management (Studi Etnografi pada Karyawan Etnis Jawa di Kota Seribu Industri West Java). *Edumaspul - Jurnal Pendidikan*, 4(1), 1–10. <https://doi.org/https://doi.org/10.33487/edumaspul.v4i1.363>
- [8] Asbari, M., Purwanto, A., & Budi, P. (2020). Pengaruh Iklim Organisasi dan Kepemimpinan Transformasional Terhadap Produktivitas Kerja Inovatif Pada Industri Manufaktur di Pati Jawa Tengah. *Jurnal Produktivitas*, 7(1), 62–69. <https://doi.org/http://dx.doi.org/10.29406/jpr.v7i1.1797>
- [9] Asbari, M., Purwanto, A., & Santoso, P. B. (2019). Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry. *Scholars Journal of Economics, Business and Management*, 6(12), 577–582. <https://doi.org/10.36347/sjebm.2019.v06i12.005>
- [10] Asbari, M., Purwanto, A., Fayzhall, M., Winanti, Purnamasari, D., & Firdaus, R. A. (2020). Hard skills or soft skills: Which are more important for Indonesian teachers innovation. *Test Engineering and Management*, 83(2836), 2836–2854. <http://www.testmagazine.biz/index.php/testmagazine/article/view/4087>
- [11] Asbari, M., Purwanto, A., Maesaroh, S., Hutagalung, D., Mustikasiwi, A., Ong, F., & Andriyani, Y. (2020). Impact of Hard Skills, Soft Skills and Organizational Culture : Lecturer Innovation Competencies As Mediating. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 142–155. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/419>
- [12] Asbari, M., Santoso, P. B., & Prasetya, A. B. (2020). Elitical And Antidemocratic Transformational Leadership Critics: Is It Still Relevant?(A Literature Study). *INTERNATIONAL JOURNAL OF SOCIAL, POLICY AND LAW*, 1(1), 12-16.
- [13] Asbari, M., Wijayanti, L. M., Hyun, C. C., Purwanto, A., Santoso, B., & Article, H. (2019). Effect of Tacit and Explicit Knowledge Sharing on Teacher Innovation Capability. *Dinamika Pendidikan*, 14(2), 227–243. <https://doi.org/10.15294/dp.v14i2.22732>

- [14] Asbari, M., Wijayanti, L., Hyun, C. C., Purwanto, A., & Santoso, P. B. (2020). How to build innovation capability in the RAC industry to face industrial revolution 4.0? *International Journal of Psychosocial Rehabilitation*, 24(6), 2008–2027. <https://doi.org/10.37200/IJPR/V24I6/PR260192>
- [15] Astuti, E., & Khoirunnisa, R. M. (2018). Pengaruh Employee Engagement, Komitmen Organisasi, Dan Kepemimpinan Transformasional Terhadap Kesiapan Untuk Berubah (Readiness For Change) Pada Karyawan Universitas Ahmad Dahlan. *JURNAL FOKUS*, 8(1), 47–66.
- [16] Babin, B. J., & Boles, J. S. (1998). Employee behavior in a service environment: A model and test of potential differences between men and women. *Journal of Marketing*, 62(2), 77–91. <https://doi.org/10.2307/1252162>
- [17] Banjongprasert, J. (2017). An Assessment of Change-Readiness Capabilities and Service Innovation Readiness and Innovation Performance : Empirical Evidence from MICE Venues. *IJEM International Journal of Economics and Management*, 11, 1–17.
- [18] Bass, B., & Avolio, B. (2000). Technical Report, Leader form, rater form, and Scoring Key of MLQ From 5x-Short. Mind Garden, Inc.
- [19] Bernardin, H., & Russel, J. (1993). *Human Resource Management: An Experimental Approach*. Mc Graw Hill Companies.
- [20] Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. (2020). Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from indonesian teachers. *International Journal of Advanced Science and Technology*, 29(3), 5495–5503. <http://sersc.org/journals/index.php/IJAST/article/view/6057>
- [21] Bogler, R. (2001). The influence of leadership style on teacher job satisfaction. *Educational Administration Quarterly*, 37(5), 662–683. <https://doi.org/10.1177/00131610121969460>
- [22] Burn, J. (1978). *Leadership*. Harper.
- [23] Chin, W. (1998). The Partial Least Squares Approach to Structural Equation Modeling (E. Modern Methods for Business Research, In: G. A. Marcoulides (ed.)). Lawrence Erlbaum Associates Publisher.
- [24] Fayzhall, M., Asbari, M., Purwanto, A., Basuki, S., Hutagalung, D., Maesaroh, S., Chidir, G., Goestjahjanti, F. S., & Andriyani, Y. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kapabilitas Inovasi Guru Dalam Perspektif Organizational Learning. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1). <https://ummaspul.e-journal.id/Edupsycouns/article/view/413>
- [25] Fayzhall, M., Asbari, M., Purwanto, A., Goestjahjanti, F. S., Yuwono, T., Radita, F. R., Yulia, Y., Cahyono, Y., & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru? *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256–275. <https://ummaspul.e-journal.id/Edupsycouns/article/view/463>
- [26] Fikri, M. A. A., Asbari, M., Purwanto, A., Nugroho, Y. A., Waruwu, H., Fauji, A., Shobihi, A. W., Singgih, E., Sudiyono, R. N., Agistiawati, E., & Dewi, W. R. (2020). A Mediation Role of Organizational Learning on Relationship of Hard Skills, Soft Skills, Innovation and Performance: Evidence at Islamic School. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 398–423. <https://ummaspul.e-journal.id/Edupsycouns/article/view/498>
- [27] Fitriana, R., & Sugiyono. (2019). Kesiapan berubah pada sekretariat jenderal kementerian kelautan dan perikanan republik indonesia. *IKRAITH EKONOMIKA VOL*, 2(2), 42–51.
- [28] Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)* (4th ed.). Badan Penerbit Universitas Diponegoro.
- [29] Hadiyani, S. (2014). Peranan Komitmen Organisasi dan Employee Engagement terhadap Kesiapan Karyawan untuk Berubah. *JURNAL PSIKOLOGI*, 41(1), 17–33.
- [30] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Pearson Prentice Hall.
- [31] Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2014). *A primer partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.
- [32] Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). The Journal of Applied Behavioral Science The Systematic Development of a Scale. Feild and Stanley G. Harris *Journal of Ap*, 43, 232. <https://doi.org/10.1177/0021886306295295>

- [33] Hutagalung, D., Asbari, M., Fayzhall, M., Ariyanto, E., Agistiawati, E., Sudiyono, R. N., Waruwu, H., Goestjahjanti, F. S., Winanti, & Yuwono, T. (2020). Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja dan Mediasi Organizational Citizenship Behavior terhadap Kinerja Guru. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 311–326. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/483>
- [34] Jumiran, Novitasari, D., Nugroho, Y. A., Sutardi, D., Sasono, I., & Asbari, M. (2020). Pengaruh Dimensi Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Komitmen Organisasional: Studi Kasus pada Dosen Perguruan Tinggi Swasta. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 600–621. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/555>
- [35] Katsaros, K. K., Tsirikas, A. N., & Kosta, G. C. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. *Leadership & Organization Development Journal*, 41(3), 333–347. <https://doi.org/https://doi.org/10.1108/LODJ-02-2019-0088>
- [36] Lestari, B., Novitasari, D., Silitonga, N., & Asbari, M. (2020). The Effect of Recruitment and Career Development on The Spirit of Teachers' Work Performance in MTs Nurul Huda. *Journal of Industrial Engineering & Management Research*, 1(3), 108-121.
- [37] Luthans, F. (2005). *Perilaku Organisasi* (Edisi Kese). Penerbit ANDI.
- [38] Maesaroh, S., Asbari, M., Hutagalung, D., Agistiawati, E., Basuki, S., Radita, F. R., Nurashah, Yulia, Y., Singgih, E., & Chidir, G. (2020). Pengaruh Religiusitas dan Kepemimpinan Transformasional terhadap Kinerja Guru melalui Mediasi Organizational Citizenship Behavior. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 276–290. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/473>
- [39] Mahessa, N. F., & NRH, F. (2016). Gaya Kepemimpinan Melayani dan Kesiapan untuk Berubah pada Karyawan BPJS Ketenagakerjaan. *Jurnal Empati*, 5(1), 113–116.
- [40] Mathis, & Jackson. (2002). *Manajemen Sumber Daya Manusia* (Pertama). Salemba Empat.
- [41] Mujiburrahman, Asmony, T., & Husnan, H. (2017). Pengaruh Kepemimpinan Transformasional Dan Iklim Psikologis Terhadap Kesiapan Untuk Berubah Karyawan Puskesmas Kabupaten Lombok Barat Dalam Rangka Akreditasi Dan Komitmen Afektif Sebagai Variabel Intervening. *JURNAL MAGISTER MANAJEMEN*, 6(2), 1–19. [https://doi.org/JURNAL\\_MAGISTER\\_MANAJEMEN](https://doi.org/JURNAL_MAGISTER_MANAJEMEN)
- [42] Novitasari, D., Asbari, M., Wijaya, M. R., & Yuwono, T. (2020). Effect of Organizational Justice on Organizational Commitment: Mediating Role of Intrinsic and Extrinsic Satisfaction. *International Journal of Science and Management Studies (IJSMS)*, 3(3), 96–112. <http://www.ijosmsjournal.org/current-issue.html>
- [43] Novitasari, D., Asbari, M., Wijayanti, L. M., Hyun, C. C., & Farhan, M. (2020). The Role of Religiosity, Leadership Style, Job Satisfaction and Organizational Citizenship Behavior Mediation on Woman Teachers' Performance. *Solid State Technology*, 63(6), 2953-2967.
- [44] Novitasari, D., Yuwono, T., Cahyono, Y., Asbari, M., Sajudin, M., Radita, F. R., & Asnaini, S. W. (2020). Effect of Hard Skills, Soft Skills, Organizational Learning and Innovation Capability on Indonesian Teachers' Performance during Covid-19 Pandemic. *Solid State Technology*, 63(6), 2927-2952.
- [45] Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., Hulu, P., Mustofa, Chidir, G., Suroso, & Xavir, Y. (2020). Transformational Leadership and Employees' Performance: the Mediating Role of Motivation and Work Environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438–460. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/507>
- [46] Nuryanti, Y., Novitasari, D., Nugroho, Y. A., Fauji, A., Gazali, & Asbari, M. (2020). Meningkatkan Komitmen Organisasional Dosen: Analisis Pengaruh Kepemimpinan Perguruan Tinggi dan Kepuasan Intrinsik & Ekstrinsik Dosen. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 561–581. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/551>
- [47] Pramadani, A. B. (2012). Hubungan antara Komitmen Organisasi dengan Kesiapan untuk Berubah pada Karyawan Divisi Enterprise Service (DES) Telkom Ketintang Surabaya. *Jurnal Psikologi Industri Dan Organisasi*, 1(03), 112–119.
- [48] Purwanto, A., Asbari, M., & Hadi, A. H. (2020a). Gaya Kepemimpinan Perguruan Tinggi Kesehatan: Authentic, Transformational, Authoritarian atau Transactional. *Surya Medika Jurnal Ilmiah Ilmu Keperawatan Dan Ilmu Kesehatan Masyarakat*, 15(1), 8–18. <https://doi.org/10.32504/sm.v15i1.163>

- [49] Purwanto, A., Asbari, M., & Hadi, A. H. (2020b). Pengaruh Gaya Kepemimpinan Tansformational, Authentic, Authoritarian, Transactional Terhadap Kinerja Guru Pesantren di West Java. *Dirasah*, 3(1). <https://ejournal.iaifa.ac.id/index.php/dirasah>
- [50] Purwanto, A., Asbari, M., & Santoso, P. B. (2019). Influence of Transformational and Transactional Leadership Style toward Food Safety Management System ISO 22000:2018 Performance of Food Industry in Pati Central Java. *Inovbiz: Jurnal Inovasi Bisnis*, 7(2), 180–185. <https://doi.org/10.35314/inovbiz.v7i2.1213>
- [51] Purwanto, A., Asbari, M., Fahlevi, M., Mufid, A., Agistiawati, E., Cahyono, Y., & Suryani, P. (2020a). Impact of Work From Home ( WFH ) on Indonesian Teachers Performance During the Covid-19 Pandemic : An Exploratory Study. *International Journal of Advanced Science and Technology*, 29(5), 6235–6244. <http://sersec.org/journals/index.php/IJAST/article/view/15627>
- [52] Purwanto, A., Asbari, M., Prameswari, M., & Ramdan, M. (2020b). Gaya Kepemimpinan Di Madrasah Aliyah: Authentic, Tansformational, Authoritarian Atau Transactional? *Nidhomul Haq*, 5, 15–31. <https://doi.org/10.31538/ndh.v5i1.544>
- [53] Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020c). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 9(01), 19–27. <https://doi.org/10.33221/jikm.v9i01.473>
- [54] Purwanto, A., Mayesti Wijayanti, L., Chi Hyun, C., & Asbari, M. (2019). the Effect of Tansformational, Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private University in West Java. *DIJDBM*, 1(1), 29–42. <https://doi.org/10.31933/DIJDBM>
- [55] Purwanto, A., Pramono, R., Asbari, M., Santoso, P. B., Wijayanti, L. M., Choi, C. H., & Putri, R. S. (2020). Studi Eksploratif Dampak Pandemi COVID-19 Terhadap Proses Pembelajaran Online di Sekolah Dasar. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 1–12. <https://ummaspul.ejournal.id/Edupsyscouns/article/view/397>
- [56] Purwanto, A., Wijayanti, L. M., Choi, C. H., & Asbari, M. (2019). the Effect of Tansformational, Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private University in West Java. *DIJDBM*, 1(1), 29–42. <https://doi.org/10.31933/DIJDBM>
- [57] Putra, A. S., Waruwu, H., Asbari, M., Novitasari, D., & Purwanto, A. (2020). Leadership in the Innovation Era: Transactional or Transformational Style?. *International Journal of Social and Management Studies*, 1(1), 89-94.
- [58] Robbins, S. P. (2001). *Organizational Behavior: Concept, Controversies, Aplications* (8th Editio). Indeks Kelompok Gramedia.
- [59] Sari, P. O. (2018). Pengaruh Gaya Kepemimpinan Transformasional, Komitmen Afektif, Komitmen Kontinuans dan Komitmen Normatif terhadap Kesiapan Berubah (Studi Pada Bank BRI Kantor Wilayah Yogyakarta). *EXERO : Journal of Research in Business and Economics*, 1(1), 68–89. <https://doi.org/10.24071/exero.2018.010104>
- [60] Setyowati Putri, R., Purwanto, A., Pramono, R., Asbari, M., Mayesti Wijayanti, L., & Chi Hyun, C. (2020). Impact of the COVID-19 Pandemic on Online Home Learning: An Explorative Study of Primary Schools in Indonesia. *International Journal of Advanced Science and Technology*, 29(5), 4809–4818. <http://sersec.org/journals/index.php/IJAST/article/view/13867>
- [61] Sopa, A., Asbari, M., Purwanto, A., Budi Santoso, P., Mustofa, Hutagalung, D., Maesaroh, S., Ramdan, M., & Primahendra, R. (2020a). Hard skills versus soft skills: Which are more important for indonesian employees innovation capability. *International Journal of Control and Automation*, 13(2), 156–175. <http://sersec.org/journals/index.php/IJCA/article/view/7626>
- [62] Sopa, A., Asbari, M., Purwanto, A., Budi Santoso, P., Mustofa, Hutagalung, D., Maesaroh, S., Ramdan, M., & Primahendra, R. (2020b). Hard skills versus soft skills: Which are more important for indonesian employees innovation capability. *International Journal of Advanced Science and Technology*, 29(3), 6431–6453. <http://sersec.org/journals/index.php/IJAST/article/view/7233>
- [63] Sudiyo, R. N., Fikri, M. A. A., Asbari, M., Suroso, Nugroho, Y. A., & Singgih, E. (2020). The Role of Employee Engagement in the Relationship between Authentic Leadership , Talent Management and Job Satisfaction. *International Journal of Advanced Science and Technology*, 29(5), 11809–11836. <http://sersec.org/journals/index.php/IJAST/article/view/25377>

- [64] Susyanto, H. (2019). Pengaruh Kepemimpinan, Keterlibatan Karyawan dan Kepuasan Kerja terhadap Kesiapan untuk Berubah dalam Menghadapi Perubahan Organisasi. *Jurnal Ekonomi, Bisnis, Dan Akuntansi (JEBA)*, 21(1).
- [65] Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y. A., Fikri, M. A. A., Fauji, A., Shobihi, A. W. I., Hulu, P., Sudiyono, R. N., Agistiawati, E., & Dewi, W. R. (2020). The Role of Transformational Leadership, Organizational Learning and Structure on Innovation Capacity: Evidence from Indonesian Private Schools. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 378–397. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/499>
- [66] Yanthy, E., Purwanto, A., Pramono, R., Cahyono, Y., & Asbari, M. (2020). Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Sistem Jaminan Halal HAS 23000. *Jurnal Bisnis Dan Manajemen Islam*, 8(1). <https://doi.org/http://dx.doi.org/10.21043/bisnis.v8i1.7045>
- [67] Yuwono, T., Novitasari, D., Hutagalung, D., Sasono, I., Silitonga, N., & Asbari, M. (2020). Peran Organizational Justice terhadap Komitmen Organisasional: Analisis Mediasi Kepuasan Kerja Dosen Perguruan Tinggi Swasta. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 582–599. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/550>