



Analysis of the influence of transformational leadership and readiness to change on the performance of female employees during the covid-19 pandemic

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ABSTRACT

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Many companies or organizations are just starting to stand so that quality Human Resources are needed. This study was conducted to determine the effect of transformational leadership and readiness to change on the performance of female employees during the Covid-19 pandemic at PT Ramayana Lestari Sentosa Tbk. Kupang City. The sample in this study were female employees of PT Ramayana Lestari Sentosa Tbk. Kupang City totaling 40 people. Data collection techniques using a questionnaire by giving respondents to choose alternative answers in the form of a check list with a two-pole verbal research scale. The results showed that the transformational leadership variable partially had a positive and significant effect on the performance of female employees during the COVID-19 pandemic, while the readiness to change variable had a significant negative effect on the performance of female employees during the Covid-19 pandemic. The readiness to change variable has a significant negative effect on the performance of female employees during the Covid-19 pandemic. The transformational leadership variable is 4.214 (sig.0.000) and the ttable value is 2.02809, then Ho is rejected and Ha is accepted, the readiness to change variable is -2.988 and the ttable value is 2.02809, then Ho is accepted and Ha is rejected.

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1. INTRODUCTION

The competence of the global era as it is today requires the readiness of the company or organization to change. The covid-19 pandemic conditions that are sweeping the world, including Indonesia, expect changes to situations and conditions. Therefore, management is obliged to take practical and strategic steps to bring the company or organization out of the crisis that almost drowned a company that did not prepare itself as well as possible. To prepare employees to be ready to change in the organization, it is necessary to understand the methods used in fostering readiness to change. According to (Banjongparaset, 2017), there are two things that organizations do, namely forming employee readiness to change and solving the problem of resistance to change. According

to (Handayani, 2014; Pramadani, 2012: 165) revealed that organizational commitment can affect readiness to change. Holt, et al (2007) state that employees who are ready to change will believe that the organization will progress if the organization makes changes, besides that they have a positive attitude towards organizational change and have a desire to be involved in organizational implementation. Conversely, if employees are not ready to change then they cannot keep up and feel overwhelmed by the acceleration of organizational change that is happening.

Human Resources (HR) is a very important factor in the current era of globalization competition, competitiveness today depends on the quality of human resources that a person has because every company is required to have a competitive advantage. Performance is a work achievement that is the result of the implementation of a work plan made by an institution or institution carried out by leaders or employees who work in these institutions, both government and business companies to achieve organizational goals (Abdullah, 2014: 3). Handoko (2008: 231) performance is a record of the gains resulting from a job functions and activities during a certain period. Mangkunegara (2007: 112) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Thus PT Ramayana Lestari Sentosa Tbk Kupang City is one of the companies engaged in retail such as clothing, household appliances, stationery and others. Based on preliminary observations that the existing leadership at PT Ramayana Lestari Sentosa Tbk Kupang City is transformational leadership. As well as the phenomena that exist in PT.Ramayana Lestari Sentosa Tbk.Kupang City related to transformational leadership, namely leaders lack of communication and motivation to employees so that in the company employees pay less attention to their work. Changes in a company can not be avoided as well as those that occur at PT.Ramayana Lestari Sentosa Tbk.Kupang City many phenomena such as the lack of training provided by the company so that there are individuals or employees are introverted / closed.

Departing from the above phenomenon raises problems that often occur at PT Ramayana Lestari Sentosa Tbk Kupang City such as the low quality of tasks given by employees so that the tasks given by their leaders are not delivered as they should, there are employees who do not understand the directions given by their leaders. In addition, there are still some employees who come late and some people are absent from work, thus the incident can be said to be low employee performance. Based on the description above, the author is interested in raising the research title "Analysis of the Influence of Transformational Leadership and Readiness to Change on the Performance of Female Employees during the Covid-19 Pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City".

According to (Fahmi 2017: 188) Performance is the behavior of the results of a process that refers to and is measured during a certain period of time based on predetermined provisions or agreements. Performance is a goal-oriented process directed at ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately the organization. Another opinion is that performance is what employees do or do not do (Luthans, 2005: 165). Meanwhile (Mathis and Jakson, 2002: 382) states that performance has several elements, namely: Quantity, quality, attendance, cooperation skills and loyalty. According to (Gayathiri and Lalitha, 2013: 78) the strength of every organization lies in human resources, so that the achievement of the organization cannot be separated from the achievements of each individual involved in it, and the final achievement is what is known as performance.

According to Nurkolis, (2003: 168-172) Transformational leadership is characterized by a process to build a shared commitment to organizational goals and provide trust to followers to achieve goals. In transformational leadership, leaders try to raise awareness of their followers and call for higher ideals and moral values.

Readiness to change is a comprehensive attitude that is simultaneously influenced by several factors such as what is changing, how the change is made, the circumstances in which the change will be directly and the characteristics of the person who is asked to make changes that are jointly reflected in the cognitive and emotional aspects of individuals to tend to accept and adopt changes that are prepared to overcome current conditions (Holt, et al, 2010).

Winerr (2009: 337) also reveals that readiness to change in organizations refers to the joint determination of organizational members in implementing changes and their joint belief in being able to make these changes. In addition, according to Holt and James (2013: 52) defines readiness to change as the extent to which they are individually and collectively involved, motivated and technically able to implement the changes made. Jones et al., (2005: 116) argue that the concept of readiness to change can be defined as the degree to which employees hold a positive view of the need for organizational change (Acceptance of change), and also the degree to which employees believe that such changes will benefit both them and the organization.

2. RESEARCH METHOD

Research Scope

This research was conducted at PT Ramayana Lestari Sentosa Tbk. Kupang City. The object under study is the entire population of female employees of PT Ramayana Lestari Sentosa Tbk. Kupang City which amounted to 40 employees.

Data Collection Technique

The data collection techniques used are: The questionnaire is a list of questions compiled by the researcher, and given to respondents to choose alternative answers that are made according to what the respondent feels or experiences. The instrument in this primary data collection was carried out using a questionnaire that was arranged systematically, in the form of a checklist in the form of a Semantic Differential Scale (Cooper and Emary, p.337). Semantic Differential Scale is a method of measuring attitudes by using a verbal research scale of two polar (bipolar) research extremes, for example: Strong-weak, good-bad, disagree-agree. The data generated from this research is interval in nature. The questions in the closed questionnaire are made using a scale of 1-10 to obtain interval data and are given scores or values as follows: For question categories with answers strongly disagree to strongly agree: Strongly disagree 1 2 3 4 5 6 7 8 9 10 strongly agree.

Hypothesis Testing Technique

Partial Test (t Test)

Priyanto (2009) states that the t test is used to determine whether in regression the independent variables (X_1, X_2, \dots, X_n) have a significant effect on the independent variable (Y). The t-count formula in regression analysis is: Priyanto (2009: 163) states that the t test is used to calculate the independent variable partially (separately) against the dependent variable in this study is $t_{table} = t$ the criteria for testing the hypothesis in the regression coefficient test is partially (separately) is as follows:

- a. If $t_{count} > t_{table}$ then H_a accepted and H_o rejected.
- b. if $t_{count} < t_{table}$ then H_o accepted and H_a rejected.

Simultaneous Test (F Test)

Priyanto (2009): 164), states that the F test is used to test the independent variables simultaneously (together) on the dependent variable. The formula for calculating F_{table} is: $F_{table} = f(k; n-k)$ hypothesis testing criteria in the simultaneous regression coefficient test (together) are as follows:

- a. If $F_{Count} > F_{table}$ then H_a accepted and H_o rejected

b. Jika $F_{count} < F_{table}$ then H_0 accepted and H_a rejected.

Coefficient of Determination (R^2)

This analysis is used to determine the magnitude of the contribution of the independent variable to the dependent variable, usually expressed in percentage..

Formula of the Coefficient of Determinization : $kd=r^2 \times 100\%$

Description:

Kd: Determinization Coefficient

R : Correlation Coefficient Value

3. RESULTS AND DISCUSSIONS

Distribution of Respondent Characteristics

Respondent Characteristics by age

This data is to determine the proportion of employee respondents PT.Ramayana Lestari Sentosa Tbk.Kupang City based on age / age in accordance with the research data obtained.

Table 1. Characteristics of Respondents Based on Age

Age	Quantity / person	Percentage %
18-20	3	7,5%
21-25	14	35%
26-30	9	22,5%
31-35	7	17,5%
36-40	6	15%
41-45	1	2,5%
	40	100%

Source: Processed Results of 2021

Based on table 1, it can be seen that of the 40 respondents aged 18-20, there were 3 people or 7.5%, while 21-25 were 14 people or 35%, 26-30 were 9 people or 22.5%, 31-35 were 7 people or 17.5%, 36-40 were 6 people or 15% and 41-45 were 1 person at 2.5%.

Characteristics of Respondents Based on Education Level

Education is one of the factors that is very important to improve human resources, this data can be obtained to determine the final education level of employees of PT Ramayana Lestari Sentosa Tbk Kupang City. The table below will explain the characteristics of respondents based on education level.

Table 2. Characteristics of Respondents Based on Education Level

No	Education	Frequency	Percentage %
1	High School	34	85
2	S1	6	15
	Total	40	100

Source: Processed Results of 2021

Based on the table above shows that the final education level at PT Ramayana Lestari Sentosa Tbk Kupang City obtained in accordance with the respondent's data on the questionnaire described, as follows: employees who have a final education of high school 16 people (85%) and S1 as many as 6 people (15%), then the majority of employees at PT.Ramayana Lestari Sentosa Tbk.Kupang City final education is high school at 85%.

Transformational Leadership

The results of the calculation of respondents' answers in the average value of the Transformational Leadership variable found at PT Ramayana Lestari Sentosa Tbk. Kupang City can be seen from the following table:

Table 3. Recapitulation of respondents' answers regarding the Transformational Leadership Variable (X1)

Indicator	Answer categories										Σ	Index%
	1	2	3	4	5	6	7	8	9	10		
My boss encourages me to be more creative	0	0	0	0	1	6	1	12	4	16	40	34
Bosses allow seeing problems as opportunities to learn	2	0	0	0	1	3	3	12	7	12	40	
Bosses treat us as individuals	2	0	2	1	3	4	3	11	4	10	40	29,6
Tops look symbolic as success	1	0	0	0	3	2	2	9	9	14	40	
Total	1	0	0	0	15	12	14	72	81	140	335	126,1
Average												31,52

Source: Processed Results of 2021

Based on table 3 above, the average value of the transformational leadership variable is 31.52% and is included in the low category. In the indicator the boss encouraged me to be more creative obtained was 34% and included in the low category. In the indicator the boss dumbered me down to see problems as an opportunity to learn obtained was 29% and included in the low category. In the indicator the boss treats us as each individual obtained is 29.6 and is included in the low category. Then on the indicator the boss is seen as a symbol of success obtained is 33.5% also included in the low category. From all indicators that have been calculated, according to respondents that transformational leadership, namely superiors encouraging me to be more creative, is said to be better than other indicators even though it is in the low category. In accordance with the three-box Method criteria found by Ferdinand (2014).

Readiness to Change

The results of the calculation of respondents' answers in the average value to determine the respondents' assessment of readiness to change can be seen in the following table:

Table 4. Recapitulation of Respondents' Answers Regarding the Readiness to Change Variabl (X2)

Indicator	Answer categories										Σ	Index%
	1	2	3	4	5	6	7	8	9	10		
I have confidence that the changes are the right thing for the company	2	0	1	0	0	1	3	7	6	20	40	34,2
I have confidence	2	0	3	0	0	6	21	56	54	200	342	
I have confidence	2	0	1	0	0	2	2	5	10	18	40	34,1

Source: Processed Results of 2021

Based on table 4 that the average value of the readiness to change variable is 34.36% and is included in the low category, on the indicator I have confidence that the existing changes are right for the organization with the index value obtained is 34.2% and is included in the low category, on the indicator I have confidence that I will be able to implement the desired changes is 34.1% and is included in the low category, on the indicator I believe that the company will benefit from the implementation of existing changes the index value obtained is 34.8% and is included in the low category. From all the indicators that have been calculated, according to the respondents, readiness to change, namely I believe that the company will benefit from the implementation of existing changes, can be said to be better than other indicators even though it is in the low category. In accordance with the Three-box Method criteria put forward by Ferdinand (2014: 231: 232).

Employee Performance

The results of the calculation of the respondents' answers in the average value to determine the respondents' assessment of employee performance.

Table 5. Recapitulation of Respondents' Answers Regarding Employee Performance Variables (Y)

Indicator	Answer categories										Σ	Index%
	1	2	3	4	5	6	7	8	9	10		
I always complete my assignments on time	0	0	0	0	2	10	6	6	8	8	40	31,2
I always comply with the rules that exist in company	0	0	0	1	1	5	4	7	8	14	40	33,5
I am always present every time	0	0	0	1	2	4	5	12	7	9	40	32,2
I always work together in completing tasks	0	0	0	1	0	2	5	7	6	19	40	35,1
I feel satisfied with the type of work that exists in the Company	0	1	0	1	1	0	1	3	6	27	40	36,6
Total												168,6
Average												33,72

Source: Processed Results of 2021

Based on table 5 that the average value of employee performance variables is 32.72% and is included in the low category. In the indicator I always complete tasks always on time the index value obtained is 31.2% and is included in the low category, in the indicator I always obey the rules in the company the index value obtained is 33.5% and is included in the low category, in the indicator I always attend every time the index obtained is 32.2% and is included in the low category, in the indicator I always cooperate in completing tasks the index value obtained is 35.1% and is included in the low category, in the indicator I feel satisfied with the type of work in the company the index value obtained is 36.6% and is included in the low category. From all the indicators that have been calculated, according to the respondents, employee performance, namely I am satisfied with the type of work in the company, can be said to be better than other indicators even though it is in the low category. in accordance with the Three-box Method criteria found by Ferdinand (2014).

Advanced Analysis

Advanced analysis is the main key element in all aspects of research used to analyze whether or not there is an influence of the Transformational Leadership and Readiness to Change variables on the Performance of Female Employees during the Covid-19 pandemic in order to achieve goals in various forms and find out how much transformational leadership, readiness to change on the performance of female employees during the Covid-19 pandemic, the results of which will see as a failure of the organizational group which is very important to be corrected in order to achieve satisfactory performance.

Multiple Linear Analysis

Multiple linear analysis is used to measure the magnitude of the influence between the independent variables of transformational leadership (X1) and Readiness to change (X2) on the dependent variable of employee performance (Y) of women at PT.Ramayana Lestari Sentosa Tbk.Kupang City. To conduct statistical testing in this study using IMB SPSS, the results of statistical testing of multiple linear regression equations were obtained.

Table 6. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.	Beta		

		Error			
1	(Constant)	29.708	4.829		6.152 .000
	Transformational leadership	.742	.176	.688	4.214 .000
	Readiness to change	-.467	.156	-.488	-2.988 .005

a. Dependent Variable: Employee Performance

Based on the analysis results in the table above using the SPSS application, multiple linear regression equations can be obtained as follows:

$$Y = 29,708 + 0,742 - 0,467 + e$$

Based on the multiple linear regression equation above, it can be explained that the constant value obtained is 29.708, indicating that if transformational leadership and readiness to change are considered constant, employee performance will increase by 29.708.

The Effect of Transformational Leadership on Employee Performance

The regression coefficient value of the transformational leadership variable is 0.742. This means that if the transformational leadership variable increases by one unit, it causes employee performance to increase by 0.742 assuming other variables are constant.

The Effect of Readiness to Change on Employee Performance

The coefficient value of readiness to change is -0.467. This means that if the readiness to change variable decreases by one unit, it causes employee performance to decrease by -0.467 assuming that other variables are not constant.

Hypothesis Testing Technique

Partial Test (t test)

Partial tests are used to test the significance of a regression model for each variable. In this study, the independent variables will be significant to the dependent variable if each significant coefficient of the independent variable has a small value of the significance rate, which is 5% (0.05). The formula for knowing the t_{table} value is as follows:

$$t_{table} : t(a/2; n - k - 1 = (0,05/2; 40 - 3 - 1) \quad t_{table} : t (0,025 ; 36).$$

So the t_{table} value based on the t_{table} distribution value with a confidence level of 0.025 at n (n) 40 is 2.02809 the t_{test} results can be seen in the multiple linear regression table

a. The effect of transformational leadership on the performance of female employees during the covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City.

Based on the results of the t_{table} test in the spss application, it can be seen that the t_{count} value is 4,214 and the t_{table} value is 2,02809 with a significant level of 0.000. Because the t_{count} value is greater than the t_{table} value and the significant level is less than 0.05, which is 0.000, it can be concluded that transformational leadership has a significant effect on the performance of female employees during the Covid-19 pandemic at PT Ramayana Lestari Sentosa Tbk. Kupang City, so H_0 is rejected and H_a is accepted.

b. The effect of Readiness to change on the performance of female employees during the Covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City.

Based on the results of the t_{table} test in the spss application, it can be seen that the t_{count} value is -2.988 and the t_{table} value is 2.02809 with a significant level of 0.05. Because the t_{count} value is smaller than the t_{table} value and the significant level is greater than 0.05, namely -2.988, it can be concluded that readiness to change has a significant negative effect on the performance of female employees during the covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City, so H_0 is rejected and H_a is accepted.

Simultaneous test (f test)

The f test is carried out to test simultaneously (together) variable X has an influence on variable Y. Testing is carried out with a significance level of 0.05 ($\alpha = 5\%$). The formula for calculating the F table is as follows

$$F_{table} = F(k, n-k) = F(2; 40-2) = F(2; 38)$$

So the F_{table} value based on the F_{table} distribution value at $k(2)$ and $n(38)$ is 3.24

Table 7. F Test Results (Simultaneous Test)

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	505.174	2	252.587		
	Residual	1021.926	37	27.620	9.145	.001 ^b
	Total	1527.100	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Readiness to change, Transformational leadership

Based on table 7 above, it can be seen that the results of the SPSS calculation show the Fcount value of 9.145 and the Ftable value of 3.24 and the significant level is 0.001. because the Fcount value is greater than the Ftable value and the significant level is less than 0.005, namely 0.001, it is concluded that transformational leadership and readiness to change jointly affect the performance of female employees during the Covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City.

Determination Coefficient Test (R^2)

This test is used to test the closeness of the relationship coefficient of determination (adjusted R^2), which is a number that shows the magnitude of the ability of the variance or spread of the independent variables to explain the dependent variable or the numbers that show how much the dependent variable is influenced by the independent variable.

Table 8. Determination coefficient test results (R^2)

Model Summary				
Model	R	R Square	AdjustedR Square	Std. Error of the Estimate
1	.575 ^a	.331	.295	5.25544

a. Predictors: (Constant), Readiness to change, Transformational leadership.

Based on the table of the test results of the coefficient of determination (R^2) above, it can be seen that the coefficient of determination R^2 is 0.575 or 57.5%. This means that the magnitude of the influence of transformational leadership and readiness to change on the performance of female employees during the covid-19 pandemic is 57.5%. While the influence of 42.5% is caused by other factors that are not examined in this study.

The reason I only chose female employees here is that if it is in accordance with the components of the indicators and phenomena that occur at PT Ramayana Lestari Sentosa Tbk.Kupang City there are differences between women and men. In PT.Ramayana Lestari Sentosa Tbk.Kupang City in the indicators of transformational leadership related to charisma has the ability to seduce customers while men The reason I only chose female employees here where if adjusted to the components of indicators and phenomena that occur at PT.Ramayana Lestari Sentosa Tbk.Kota there are differences between women and men. At PT.Ramayana Lestari Sentosa Tbk.Kupang City in transformational leadership indicators related to charisma have the ability to seduce customers while men.

The Effect of Transformational Leadership on the Performance of Female Employees During the Covid-19 Pandemic Partially at PT.Ramayana Lestari Sentosa Tbk.Kupang City.

This study aims to analyze the effect of transformational leadership on the performance of female employees during the covid-19 pandemic at PT.Ramayana Lestari Sentosa

Tbk.Kupang City. The sample in this study were 40 female employees. While based on age it can be presented, respondents aged 18-20 were 3 people or 7.5%, while 21-25 were 14 people or 35%, 26-30 were 9 people or 22.5%, 31-35 were 7 people or 17.5%, 36-40 were 6 people or 15% and 41-45 were 1 person at 2.5%.

Transformational leadership in this study is formed from four (4) indicators or questions. The results of this analysis indicate that the transformational leadership variable (X1) has a significant effect on employee performance (Y) of women during the covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City, this is evidenced by a greater tcount value (4.214) and a ttable value of (2.02809) and hypothesis testing, namely a significant level of 0.000 less than 0.05.

Furthermore, it can be seen that the tcount value (4,214) is greater than the ttable of (2,02809) and hypothesis testing is a significant level of 0.000 less than 0.05. This means that the stronger the understanding in the implementation of transformational leadership, the stronger the employee performance.

The Effect of Readiness to Change on the Performance of Female Employees During the Covid -19 Pandemic at PT Ramayana Lestari Sentosa Tbk. Kupang City

This study aims to analyze the effect of readiness to change on the performance of female employees during the co-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City. The sample in this study were 40 female employees. respondents aged 18-20 were 3 people or 7.5%, while 21-25 were 14 people or 35%, 26-30 were 9 people or 22.5%, 31-35 were 7 people or 17.5%, 36-40 were 6 people or 15% and 41-45 were 1 person at 2.5%. Readiness to change in this study is formed from three (3) indicators or questions. The results of the analysis in this study indicate that readiness to change (X2) has a significant negative effect on the performance of female employees (Y) during the covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City. This is evidenced by the tcount value of (-2.988) and the ttable value of 2.02809 and a significant level of 0.005 less than 0.05. Furthermore, it can be seen that the tcount is smaller (-2.988) and the ttable value is 2.02809 at a significant level of 0.005 less than 0.05, meaning that when employees are unable to implement changes it will result in decreased performance.

4. CONCLUSION

Based on the results of research and discussion, several conclusions can be drawn, Partially there is a positive influence of transformational leadership (X1) on employee performance (Y) of women during the covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City. Partially there is a significant negative effect of readiness to change (X2) on the performance of female employees (Y) during the covid-19 pandemic at PT.Ramayana Lestari Sentosa Tbk.Kupang City. To achieve mutual success, companies should continue to improve communication with employees and provide space for employees to express their opinions about problems that exist in the company. Perhaps, there are other factors that are considered by employees to be more important to improve performance, such as organizational support and employee commitment to the organization's vision and mission.

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