

Muafi - JKE

by Muafi Muafi

Submission date: 16-Nov-2021 09:55AM (UTC+0700)

Submission ID: 1704129702

File name: JKE_-_Muafi.pdf (480.52K)

Word count: 10459

Character count: 59838



Empowering Leadership and Individual Readiness to Change: the Role of People Dimension and Work Method

Muafi¹ · Olivia Fachrunnisa² · Yuni Siswanti³ · Zainal Mustofa El Qadri¹ · Dwipraptono Agus Harjito¹

Received: 30 October 2017 / Accepted: 23 October 2019/
© Springer Science+Business Media, LLC, part of Springer Nature 2019

Abstract

Research on individual readiness to change has been widely discussed and its results vary when linked to leadership style. We propose people dimension and work method dimension to bridge the gap. The purpose of this paper is to analyze the role of empowering leadership, people dimension, and work method dimension to improve individual readiness to change which then influence strategic behavior. Questionnaire-based survey is conducted to 268 civil servants and structural equation modeling is used to analyze the data. The results show that quality of people significantly mediates the relationship between empowering leadership and readiness to change in organization; however, quality of work method does not mediate the relationship between empowering leadership and individual readiness to change. If employees are ready to change, they will perform strategic behavior for organizational achievements.

Keywords Empowering leadership · Quality of people · Quality of methods · Individual readiness to change · Strategic behavior

Introduction

The target of organizational change puts the element of people as central element, away of factors of method, social, organization, and purpose. However, there are two

✉ Muafi
muafi@uui.ac.id

¹ Management Department, Economics Faculty, Universitas Islam Indonesia, Yogyakarta, Indonesia

² Management Department, Economics Faculty, Universitas Islam Sultan Agung Semarang, Semarang, Indonesia

³ Management Department, Economics and Business Faculty, Universitas Pembangunan Nasional “Veteran” Yogyakarta, Yogyakarta, Indonesia

important aspects needed to be examined in employees' behavior enhancement, such as the internal-external aspects of employees (people) and technology/work methods (Kreitner and Kinichi 2007). The internal-external aspects covers; the leader-member exchange, department, organizational commitment, job satisfaction, and organizational culture (Kreitner and Kinichi 2007; Peterson and Baker 2015). The aspect of work method includes technology, work process, work flow, and job design (Kreitner and Kinichi 2007; Parker et al. 2017). The employees' strategic role behavior can be analyzed and transferred to other employees as a basis for realizing competitive advantage. Schuler and Jackson (1987) and Schuller (1992) emphasize that strategic behavior indicates that an organization is very possible to have long-term competitive advantage. Furthermore, Griffin et al. (2018) state that to achieve competitive advantages organization need to develop "organizational readiness," a construct that describes the anticipatory expectations about organizational life that children develop as they absorb the cultural influences to which they are expected.

Research about individual readiness to change in workplace had been done and got results in various. According to Peterson and Baker (2015), individual readiness to change refers to the individual's internal and external resources that support behavior change. Individual readiness to change is a critical success factor because organizations only change and act through their members, and even the most collective activities that take place in organizations are the result of some amalgamation of the activities of individual organizational members (Vakola 2014). Organizational readiness to change is largely a function of the readiness to change of individual staff members. When staff members are willing and able to take responsibility for making changes, like likelihood of successful organizational change, is much greater. However, it is not necessary for all staff members to be ready to change in order to begin taking steps toward change. For organizational change to succeed, leader must work under the assumption development experiences that match his/her individual stage of change (Griffin et al. 2018; Li et al. 2016; Peterson and Baker 2015).

According to Li et al. (2017), participative leadership which is similar to empowering leadership, plays role as an effective way for leaders to gain followers' trust. Empowering leadership defined as the situation in which a leader distributes power, autonomy, motivation, and other job privileges unequally among followers. Furthermore, empowering leadership is suspected will support the individual readiness to change, but some previous researches showed different result. For example, some researchers state that empowering leadership will support individual readiness to change (Holten and Brenner 2015; Lee et al. 2017; Li et al. 2016, 2017). However, Griffin et al. (2018), Parker et al. (2017), and Vakola (2014) conclude that empowering leadership is not enough to increase the individual readiness to change. Mechanism is needed to be a prime driver to change individual readiness. It is formed by outcome or implementation consequences of empowering leadership. According to Al-Hussami et al. (2017), Griffin et al. (2018), and Li et al. (2016) conclude that empowering leadership will make employee feel free to determine the way to work and choose which technology are needed to do the work well. Research about public sector leadership by Fernandez et al. (2010) shows that leader takes role as agent of change for organizational members as sub-agencies which has positive impact on organizational performance.

This research is conducted to enrich literature reviews on the needs of increasing individual readiness to change, especially for bureaucratic organization which tends to bond to governmental legislations. The variable proposed to be analyzed in this research is quality of work and quality of people. We argued that quality of work and quality of people are significant outcomes of empowering leadership. Empowering leadership is considered to be able to improve the relationship pattern between leaders and members to foster empowerment toward creativity and innovation (Zhang and Bartol 2010). Quality of people and quality of work methods will have an impact toward readiness to change which then enhance strategic behavior.

Hence, this paper aims to contribute related theories by the importance of empowering leadership in increasing individual readiness to change through the dimension of people (leader and member exchange, employee engagement, and intrinsic motivation to innovate) and the dimension of methods (technology, job design, and innovation culture) which will then enhance strategic behavior. The rest of this paper is outlined as literature review and hypothesis, methods, result, discussion, and also conclusion and suggestion for future research.

Literature Review and Hypothesis

Empowering Leadership and the Dimension of People

Zhang and Bartol (2010) state that empowering leader should be able to empower his/her members to enable leading themselves being responsible for their actions, and then they can get rewards. It can be said that leader with empowering leadership style means that he/she is capable to play role as agent of change and transform the organizational change toward better condition. Newman et al. (2017) add that overall the function of leader is being able to act as an agent of change. A leader of organization should be able to act as an agent of change for the member (Mueller et al. 2012). Organizational changes should be started from leaders, as they have to get the members ready to make change. Previous experience showed that the success of change starts from changing the individual first, and then followed by organizational change. This is meant by change through “individual out” approach (Black and Gregersen 2003; Newman et al. 2017).

Thus, the success of a leader by his/her role as agent of change needs to be focused on individual (people) first, by redrawing the mental maps of all members (Val and Fuentes 2003; Zhou et al. 2004). If the individual has changed and is ready to face change, the role of agent of change then is motivating the member in order to behave in accordance with the enthusiasm of the organization because it becomes the basic to achieve long-term competitive advantage. A leader who uses his/her role as agent of change has indicator of being able to build relationship with the employees and other parties. The study of Gregory (2006) states that empowering leadership positively and significantly impacts on the employees willingness to adopt innovation which is based on practice, such as structure and policy change. On the other hand, Fernandez (2003); Schwarz and Sendjaya (2017) and Al-Hussami et al. (2017) states that in public sector, the role of leader in organizational change is promoting change to the employees. Additionally, research on public sector by (Perry et al. 2006) suggested that individual

intrinsic motivation has positive effect on employee engagement to improve performance. A leader who actively promotes change to the employees will absolutely have positive impact on the employees' perception toward change. Groves (2006) concludes that there is a strong impact of visionary leader on organizational change. Such organizational change is manifested in the employees' perception toward individual change and readiness to change. If the leader fully roles as agent of change, the positive respond that will be received and realized in a form of perception toward change can be: (1) helpful realism, which means the awareness that change is a reality which should be faced, (2) informed optimism, dare to state optimism toward change, and (3) completion, willingness to contribute in the process of change (Corner 1992). Chih and Lin (2012) add that leader, as agent of change, can influence the commitment of employees.

Moreover, the contribution of HRM lies in its role to help in creating holistic HRM approach and the consistence through the role of HRM department encompassing the behavior of all areas and senior manager (Alfesa et al. 2013). The high quality of LMX is explained as the primary impact by the quality of social exchange between leaders and their followers, but the range of empirical findings which show various external antecedents predict the quality of social exchange relationship (Martin et al. 2010). The study of Notgrass (2013) states the existence of positive significant level of the relationship between LMX quality felt from the relationship and preference of followers for transformational leadership style. Researches on LMX have shown how followers witness the leader behavior characterized by their own cognitive perception as benchmark (Lord and Maher 1991). Hsieh and Wang (2015) examine the effect of authentic leadership on employee engagement through employee trust. The result shows that the consistency of the supervisor's words, acts, and moral perception positively affects employees' trust which will then be a positive influence to employee engagement.

Moreover, in information era by which environment continually experiencing rapid changes, companies suffer of ethical leakage while organizations face many challenging and appalling problems. Therefore, it is getting clearer that companies need new business leadership style, such as empowering leadership (Li et al. 2017). More specifically, companies need leaders who lead with goals, have strong values and integrity, are able to create eternal organization, and motivate their employees to give better customer service (Lee et al. 2017; Li et al. 2017; Zhang et al. 2015). When a person gets motivation from job characteristics, job design, and work environment, etc., it is then called as intrinsic motivation (Reeve 2001; Depasque and Tricomi 2015). A study conducted by Scott and Bruce (1994) and Kör (2016) shows that innovative work behavior basically is a study about aspects that motivate individual innovative behavior for the organization to sustain innovation processes by including all behaviors regarding innovation. According to Ryan and Deci (2000), intrinsic motivation refers to action of an event for self-interest or self-satisfaction in workplace (Amabile et al. 1994; Gagné and Deci 2005), for some consequences are split up from rewards or acknowledge (Amabile 1983), a high level of autonomy (Piccolo et al. 2010), the impact and control in work given by leader will significantly improve the employees' intrinsic motivation (Ryan and Deci 2000; Spreitzer et al. 1997), intrinsic motivation is an important factor in learning which may help to maintain the instructive efficacy of feedback over time and strengthen the relationship between neural processing during

learning and the subsequent ability to use this information when it is needed (Depasque and Tricomi 2015). Moreover, research by (Hupila et al. 2012) with 1522 teachers as a civil servants in Belgium prove that supportive leadership will form engagement through self-motivation in decision-making process and creative learning method. Jung and Sosik (2002) and Singh (2016) also support perception that individual who gets empowering from the leader will perform better intrinsic motivation.

Hypothesis 1 Empowering leadership significantly impacts quality of people

Empowering Leadership and the Quality of Work Methods

It is well argued that organizations should have more sophisticated technology (Machado and Davim 2014). Eren and Kurt (2011) explained that the participation of headmaster in related training positively impacts leadership policies toward the advancement of technology. Moreover, there is a significant relationship between headmaster perceptions on their ability in technology and their leadership behavior (Djellala et al. 2013). Several literatures discuss about the relationship between the use of new IT and a number of economic fundamental variables, such as work, productivity, ability and organizational tasks, and tradable and service product quality. Then, study about management more considers about generation change. In this subject matter, it considers more about how the variable of economy can be rebuilt in different generation of technology.

Moreover, using the impact of social theory, Van Avermaet (2001) explains how senior management as leader can affect the quality of job design. The theoretical model underlying job design in job characteristic model of Hackman and Oldham (1975) and Hackman and Oldham (1980), which consists of autonomy—identified as similar with the definition of Karasek for authority decision and intellectual wisdom in supporting domain of demand or control (Karasek and Theorell 1990).

Autonomy covers how far employees have reaction on scheduling their work, selecting their tools, and deciding the procedure they have to follow. James et al. (1990) refer particularly to job design and the autonomy as one of the requirements for wealth and success in organization. Job design, in this research, refers to job character, job contain and structure, and duties and activities performed by staffs within the organization (Hackman and Oldham 1975; Parker et al. 2017). The impact of culture on HRM practice can be explained into three parts. The first is the impact of culture on interpersonal behavior and negotiating style. The second covers the difference of culture between on the manager and policy maker. Then, the third focuses on the difference of culture among the employee groups (Devarajappa and Nagaraja 2014). Thus, enabling an area to manage its own culture can influence the employee performance which is mobilized in other places in the company (Devarajappa and Nagaraja 2014).

Research on leadership by Miao et al. (2018) in China government employees show that leadership style has significant effect on employee innovative behavior through psychological empowering. Hence, it is proved that innovative culture on works of method needs support from leader. Moreover, study by Moldogaziev and Fernandez (2014) in Federal Human Capital Survey (FHCS) of US Office of Personnel Management conclude that empowering influences work perception, the effectiveness of work

method through individual readiness toward technology usage, readiness with external environment uncertainty and staff-customer networking.

A study by Stempfle (2011) argues that HRM practices overcome organizational fixation and generate innovation culture in the organization. It needs real and strong commitment for long-term organizational development. This process is a long-way trip of an event and needs to be supported by leaders who can encompass all aspects in organization. An organization needs to be aware that generating innovation culture needs continue approaches and intervention on several levels. Leadership improvement is a main key to facilitate the transformation and change within an organization. The development of leadership and hospitality maintenance should have high quality. Only few people know the relationship between leadership and innovation culture as well as on how far the quality enhancement method is used in general practice. The result of research conducted by Apekey et al. (2011) states that leadership has a significant impact on innovation culture. Hence, empowering leadership influences quality of work method.

Hypothesis 2 Empowering leadership significantly impacts quality of work method.

Quality of People and Individual Readiness to Change

According to Nie and Lamsa (2015) and Newman et al. (2017), leader-member exchange (LMX) is a kind of interpersonal relationship exchange between leader and member/follower, or between leader and his/her direct subordinate. Depasque and Tricoli (2015) show the research result that there is strong relationship between dyad partners and LMX. The study conducted by Notgrass (2013) shows that LMX significantly impact on individual readiness to change. Moreover, employee engagement is kind of behavior which shows a level where individual is motivated to unite with the job in the organization. The individual interests in organizational duties and aims will trigger positive effect in the level of innovation and creation (Zhang and Bartol 2010). Amabile (1985) and Gu et al. (2015) emphasize that when an individual understands his/her role and existence, he/she will show a high level of innovation. The high level of innovation will lead to individual readiness to change. Creative process engagement is defined as level of employee involvement in creativity which is relevant with the cognitive process (knowledge) by indicators of (1) capability to identify problems, (2) capability to find relevant information with job completion, and being able to find alternative ideas in problem solving (Amabile 1983; Zhang and Bartol 2010).

Based on literature review, performance will increase if creative process engagement is applied in order to support individual stimulus to work better. The low level of involvement of creative process in work tends to reflect low activation of individual attempt. In reverse, if the creativity level is too high, it will cause difficulty for individual in focusing on attempts of fulfilling all duties. This condition will lead to decrease of overall performance. Therefore, balance of creative process engagement facilitated by the organization will stabilize individual creative needs. Creative process engagement also roots on identity role theory (Zhang and Bartol 2010). The theory of identity role states that individuals map themselves about suitable behavior in job

description and internalize themselves as component of self-identity or role. In the next step, individuals will do self-review or dig meaning considered as coming from them, dealing with certain roles. The role of self-identity relates to how “self” is defined further as identity hierarchy level. HR presuming as having done double roles in the arrangement of important meaning feels that a number of identities are more substantial than others. Blackman et al. (2013) conclude that motivation to innovate toward change has impact on readiness to change. This result is also supported by Haffar et al. (2012) that motivation to change directly and significantly impacts individual readiness to change. Hence, quality of people is significantly related to individual readiness to change.

Hypothesis 3 Quality of people significantly impacts individual readiness to change

Quality of Work Method and Individual Readiness to Change

Technology used in enhancing the quality of work result had discussed in existing literature. Management as task fulfillment which puts forward the aspects of effectiveness and efficiency needs technology in order to manage time efficiently and improve service quality (Parker et al. 2017). Employees in all positions need to take more responsibility and make faster decisions in order to adapt to the modern business world that is in a constant change (Kör 2016). In their study, Parker et al. (2017) state that organizations solve these problems of organizing involves choices about job design, technology, people, rewards, layout, and information flows. Moreover, use of technology gives many results for the organization, starting from productivity enhancement to organizational flexibility enhancement. Technology can directly affect work characteristics, although its effects on job design are also mediated by managerial decision-making, with the latter also being shaped by other contextual factors (e.g., employee skill, operational uncertainty). According to Fachrunnisa and Hussain (2013) and Fachrunnisa (2013), the use of IT needs careful planning and implementation to avoid the existence of refusal toward enhancing system, and this has relation with individual behavior change in completing his/her tasks. The relationship between technology use and readiness to change can be explained through theory of acceptance model and theory of readiness model in the adoption of new technology in the organization (Davis et al. 1989).

The construct of individual readiness toward rapid technology can be seen as statement of thought, which overall are generated from stimulation and distraction of mental gestalt. It collectively determines tendency to use new technology. Various individual characters make their credibility toward every aspects of technology various as well. Relative power of every character indicate individual openness toward technology, so individual readiness toward technology is multi-faceted (Parasuraman 2000). Optimistic person can accept every situation and tend to dare face the truth. Therefore, optimism drives people to willingly use new technology (Scheier and Carver 1992). Optimism directs to more positive character which will help in bringing more positive characters toward the existence of a new technology (Loyd and Gressard 1984).

In the study about individual readiness toward technology for employees of service companies, Walezuch et al. (2007) find that employee insecurity toward technology significantly has negative impact on the easiness of using technology. In some empirical studies, Venkatesh and Davis (2000) show that easiness of perception use significantly and positively impacts the perception of use. Individuals who feel that information system is easy to use will consider information system as useful. It will then generate readiness to change.

Parker et al. (2017) state that job design is the process through which employees change the task-related or social boundaries of their job so as to increase work meaning or decrease stressful aspects. Job design is a function of determination of individual or group activities within an organization. The purposes of job design are managing jobs, tools, and social and behavioral relationship needed by organization. Buchanan (1979) states that the process of job design is defined as specification of content, method, and relationship of job in order to fulfill the requirement of technology and organization as well as the requirement of social and personal from job holder. Thus, it can be said that job design is an arrangement of transformation process of input turning to output. Then, the individual is the organizational factor which influences the transformation. Some studies have found that job design has big impact on individual behavior in the organization (Parker et al. 2017; Fachrunnisa 2014). According to Marinova et al. (2015) job design or job characteristic theory is a kind of individual approach focusing on the characteristic of individual job objectives in the organization.

Jones et al. (2005) examine the impact of “human relation” culture on readiness to change. The research concludes that “human relation” culture has positive impact on readiness to change. Reid et al. (2004) add that the key of organizational culture can be studied through knowledge sharing process and infrastructural marking. In public sector context, organizational structure tends to be hierarchical and complex. The implementation of knowledge management is a difficult duty. This research explains that organizational culture is one of the substantial aspects in the model of employee readiness to change. Organizational culture can be considered as capable to widen organizational capability and as important attribute in readiness to change (Sudharatna and Li 2004). Hence, quality of method is significantly related to individual readiness to change.

Hypothesis 4 Quality of method influences significantly individual readiness to change.

Individual Readiness to Change and Strategic Behavior

Powell et al. (2011) define strategic behavior as a behavior which implements social and cognitive psychology in strategic management theory and practice. The goal is to strengthen its use practically and empirically in strategic theory based on strategic management with realistic assumption about the cognition of human, emotion, and social interaction.

Individual readiness to change is considered as individual willingness to participate in the activity prepared by the organization after the experience of change in the organization. Change should be started by preparing employee to accept change

because basically human are the subject and object of change and are resistance toward change. According to Mueller et al. (2012) and Griffin et al. (2018), readiness to change will positively impact individual behavior. Systematic and empirical study in management literature which elaborates the impact of Organizational Culture (OC) types on individual readiness to change is still scarce. Haffar et al. (2012) show that member of organization report the low level of readiness to change and the existence of negative perception toward TQM. Then, the research conducted by Knights and McCabe (2002) and Peterson and Baker (2015) concludes that readiness to change positively and significantly impact strategic role behavior.

Hypothesis 5 Individual readiness to change significantly impacts strategic role behavior.

Methods

This research is conducted in two main cities in Indonesia. Respondents are employees from public service or government office. This is chosen because of its scarcity of innovation and less IT support in the office. Employees are the main actor in economy and the development of country (Peterson and Baker 2015). Civil servants are the most highlighted in this case. However, in fact, there are some of them who have low competencies such as less discipline, do not have capability in operating computer, and less creative (Li et al. 2017). Those performance cultures give negative impact for the development of country because it is considered as the key of success in work. So, it affects the change of their character and mindset. The situation for high-quality public and community services is very demanding (Al-Hussami et al. 2017; Kör 2016; Lee et al. 2017). Therefore, an innovation culture along with empowerment leadership has been encouraged in the office (Li et al. 2016).

The researcher contacted 4 government offices from two different cities, and 14 offices agreed to participate in the research and provide data access. To improve the sample representativeness, the researcher distributes different numbers of questionnaire copies to different organizations, subject to their organizational sizes. A total of 268 respondents are involved in this research. Since the total number of employees is unknown, we refer to Loehlin (1998) who argued that minimal sample to reduce bias in SEM estimation is 200. Hence, we are confident that 268 is sufficient as we analyze data using structural equation model.

Measures

All variables in this research are measured by the response of participants toward questions in 5 points of Likert's scale type, starting from 1 which means "strongly disagree" to 5 which means "strongly agree." The analyzed variables in this research consist of empowering leadership (EL), quality of people (QP), quality of method (QM), readiness to change (RC), and strategic behavior (SB).

We use the measurement of Knights and McCabe (2002) adapted from Ahearne et al. (2005) to measure empowering leadership. It uses 12 items of questions, with 4 dimensions as the indicators: (1) enhancing the meaningfulness of work, (2) fostering

participation in decision-making, (3) expressing confidence in high performance, and (4) providing autonomy from bureaucratic constraints. Quality of people consists of 3 indicators, such as LMX quality, employee engagement, and intrinsic motivation. We refer to (Gomez and Rosen 2001; Anand et al. 2017) who state that a successful organizational change can be initiated with changing quality of people. The level of LMX quality in each individual needs such process like organizational citizenship behavior (OCB). Employee engagement as part of OCB is constructed in individual level which measures degree of individual involvement in their task (Zhang and Bartol 2010). Moreover, intrinsic motivation is needed to develop trust in solid teamwork so that it will form such creative process engagement (Amabile 1985).

For LMX quality, we use the opinion of (Gomez and Rosen 2001) which state that there are 4 dimensions of the relationship of LMX and LMX quality consists of 10 question items. We use the measurement of employee engagement by (Amabile 1983; Zhang and Bartol 2010) which use 9 items and intrinsic motivation (3 items; finding problem solution, creating new works task procedures, and improve existing procedures). Quality of method consists of 3 dimensions, which are technology use, job design, and innovation culture. Technology use consists of 6 question items, job design (3 questions), innovative culture (5 items). Readiness to change consists of 12 items and strategic behavior (15 items).

Result

Table 1 below shows descriptive statistic, correlation, and reliability scale for each variable in this research.

Interpretation of Inner Model We use partial least square (PLS) to analyze and evaluate the validity and causality among constructs of the model in this research using Smart PLS. This research examines 5 hypotheses on inner model. The causality relationship developed in the model is examined through null hypothesis which states that regression coefficient on every relationship is equal with the use of null through *t* test, as existing in regression analysis. The results toward 5 hypotheses examinations in the inner model of this research are described below (Fig. 1).

The result of inner model test as shown in Table 2 shows that from 5 paths of relationship, there are 4 significant paths and 1 insignificant path on $\alpha = 0.05$. In exogenous construct, empowering leadership impacts quality of people and quality of methods. In endogenous construct of readiness to change, there is one determining factor which is quality of people. Then, the endogenous construct of strategic behavior is determined by construct readiness to change. It can be interpreted that in PLS model, empowering leadership significantly impacts quality of people with coefficient path of 0.602, *t*-count 9.466, and significance level of 0.000.

Empowering leadership significantly impacts quality of methods with coefficient path 0.621, *t*-count 9.268, and significance level 0.000. Quality of people significantly impacts readiness to change with coefficient path 0.511, *t*-count 5.059, and significance level 0.000. However, quality of methods does not significantly impact readiness to change with coefficient path 0.146, *t*-count 1.160, and significance level 0.247. This means that even though quality of methods change, it will not influence readiness to

Table 1 Descriptive statistics and zero-order correlation of study variables

Variables*	Mean	SD	1	2	3	4	5	6	7	8	9
Empowering leadership	3.74	0.52	1.000								
Usage of technology	4.05	0.47	0.243**	1.000							
Job design	3.71	0.55	0.598**	0.222**	1.000						
Innovation culture	3.82	0.56	0.457**	0.275**	0.397**	1.000					
LMX quality	3.26	0.70	0.595**	0.156**	0.418**	0.501**	1.000				
Employee engagement	4.03	0.37	0.319**	0.606**	0.299**	0.395**	0.310**	1.000			
Intrinsic motivation	4.07	0.50	0.394**	0.333**	0.449**	0.318**	0.378**	0.512**	1.000		
Readiness to change	4.15	0.40	0.387**	0.448**	0.343**	0.273**	0.259**	0.692**	0.503**	1.000	
Strategic behavior	4.09	0.41	0.421**	0.472**	0.415**	0.426**	0.369**	0.778**	0.435**	0.802**	1.000

* $p = .05$, one-tailed** $p = .01$, one-tailed

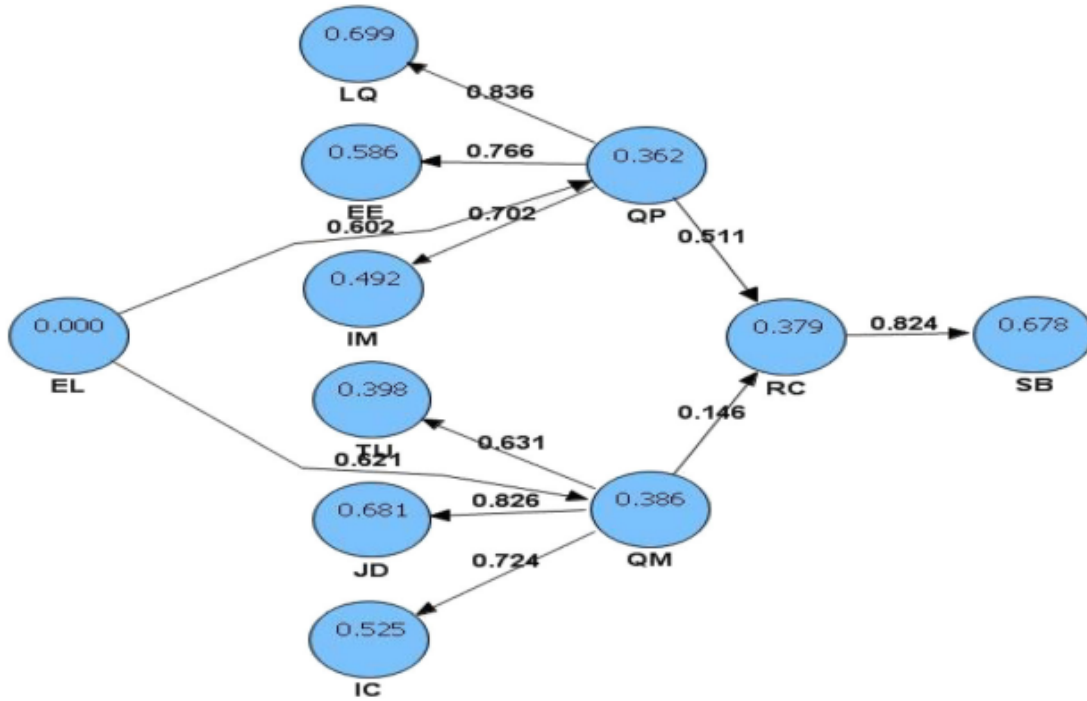


Fig. 1 Structural model (inner model) among latent variables

change. Readiness to change significantly impacts strategic behavior with coefficient path 0.824, t -count 23.218, and significant level 0.000.

Based on Table 3, it can be concluded that the research model has six indirect impacts of empowering leadership. First, readiness to change through quality of people has coefficient path 0.308 with z -count 4.456, and significance 0.000. It means quality of people mediates the relationship between empowering leadership and readiness to change.

Second, readiness to change through quality of methods has coefficient path 0.091 with z -count 1.150, and significance level 0.250. Otherwise, it does not mediate the relationship between empowering leadership and readiness to change.

Third, readiness to change mediates relationship between quality of people and strategic behavior. It is showed by coefficient path 0.421 with z -count 4.946, and significance 0.000. Fourth, in reverse, readiness to change does not mediate the relationship between quality of methods and strategic behavior. It is caused the coefficient path showed 0.120 with z -count 1.157 and significance 0.247. Fifth, the

Table 2 Result of inner model test

Path	Original sample estimate	Mean of subsamples	Standard deviation	t - Statistic	Sig.
Empowering Leadership → Quality of People	0.602	0.615	0.064	9.466	0.000
Empowering Leadership → Quality of Method	0.621	0.636	0.067	9.268	0.000
Quality of People → Readiness to Change	0.511	0.522	0.101	5.059	0.000
Quality of Method → Readiness to Change	0.146	0.134	0.126	1.160	0.247
Readiness to Change → Strategic Behavior	0.824	0.826	0.035	23.218	0.000

Table 3 The result of indirect influence test on inner model

Path	Indirect influence	Z test	Sig.	Explanation
EL → QP → RC	0.308	4.456	0.000	Mediating
EL → QM → RC	0.091	1.150	0.250	Not mediating
QP → RC → SB	0.421	4.946	0.000	Mediating
QM → RC → SB	0.120	1.157	0.247	Not mediating
EL → QP → RC → SB	0.185	4.031	0.000	Mediating
EL → QM → RC → SB	0.075	1.146	0.252	Not mediating

strategic behavior through quality of people and readiness to change has coefficient path 0.185 with z -count 4.031 and significance level 0.000. So, it impacts of empowering leadership on strategic behavior. Sixth, quality of methods and readiness to change does not mediate the relationship between of empowering leadership and strategic behavior. It has coefficient path 0.075 with z -count 1.146, and significance level 0.252.

Discussion

This research result shows that empowering leadership has many significant impacts.

Empowering Leadership Significantly Impacts Quality of People First, empowering leadership impacts on quality of people which includes leader-member exchange (LMX), employee engagement, and intrinsic motivation. This is in line with research by Gupta and Krishnan (2004) which finds that a strong leadership will positively relate to LMX. Communication is a key for good relationship between leader and member among civil servants. They consider that good quality of communication between leader and member generates respect, information openness, and togetherness within an organization.

Second, empowering leadership also creates employee engagement. Its leadership style focuses on the importance of work, giving participation in decision-making, delivering belief that performance will be higher (Peterson and Baker 2015). The result is in line with study conducted by Fachrunnisa (2015) and Khuong and Yen (2014) which state that leadership has positive impact on employee engagement. Bothma and Roodt (2012) find that work-based identity and work engagement give similar appearing results as potential predictors of turnover intention and task performance. Empowering leadership is also a leadership style that will inspire the members to always improve their performance. Thus, with inspiring leadership, individual empowered in organization may occur, including for civil servants in governmental institution. In governmental institution, the role of leader is very central. It means that the dynamic of governmental organizational movement depends on the leader. Empowering leadership will continually distribute belief to the members and participate in decision-making for organizational interests. Therefore, leaders and members not

only in relationship pattern of leader and member, but also will cooperate in complementary corridor.

Third, empowering leadership also impacts the intrinsic motivation. Good quality of communication between leader and member give big motivation to civil servants in doing their works. Information openness makes employee feels like being involved in decision-making and other substantial things. This is in line with research by Hupila et al. (2012) who state that supportive leadership has positive impact on employee engagement through intrinsic motivation. Moreover, Ji et al. (2018) did a research in departments and councils of the South Korean Central government, their research result shows that leadership has positive effects on readiness to change in the form of social alignment, organizational member involvement (for example, school ties, regionalism ties) to improve organizational effectiveness. Some civil servants state that they need motivation from their leader, need the leader's help to maintain their motivation and direct their steps to achieve their goals.

Empowering Leadership Significantly Impacts Quality Of Methods Empowering leadership also impact on quality of methods that consists of technology endorsement, job design, and innovative culture. It significantly influences technology endorsement. It means that a leader of an organization among civil servants has given technology endorsement used to support them in accomplishing their tasks. Study by Holford (2019) also show that leaders stimulate employee creativity and tacit knowledge application in technological used. A leader with a strong empowering leadership will encourage members to apply technology in their works. Empowering leadership is a leader that triggers him/her to participate in empowering, especially in technology that becomes a prior need in organization.

Empowering leadership significantly influences job design, which means that a leader of an organization among civil servants has skill to influence job design in arranging work to finish the task. Weiss and Rupp (2011) state that a leader with empowering leadership must have a big desire to be agent of change in the organization with the best efforts and knowledge, and later the leader will give opinion in arranging the job design to finish the working process in the organization.

Empowering leadership impact on innovative culture. For civil servants, some concepts of performance enhancement have been done, one of them is involving civil servants to give some innovative ideas. These ideas are believed to be strategic because these workers are in the front line in managing the institution's operational daily so they are believed to understand every matter exists, including every wasting that should not be done. Giving job motivation and directing creative ideas so civil servant can work well and also do what the leader directs. A study by Lee et al. (2018) argues that leaders will drive the improvement of employee effectivity and productivity comprehensively in innovation culture.

Quality of People Significantly Impact Readiness to Change LMX quality, employee engagement, and intrinsic motivation have significant impact on readiness to change. The urge that an individual has motivated to act creatively may influence individual readiness to change. Individuals with intrinsic motivation will have a lot of creative ideas and innovations for giving solutions to the organization. This intrinsic motivation will always develop and support them to do well. Hence, they will have good

individual readiness in challenging every change in organization. The results of the study also showed quality of people mediates the relationship between empowering leadership and readiness to change. This means that LMX quality, employee engagement, and intrinsic motivation influence the relationship between empowering leadership to readiness to change. This means that the higher level of empowering leadership has an effect on increasing the quality of people and ultimately increasing readiness to change.

However, in testing the mediation effect of quality of methods in readiness to change, statistic shows that quality of method consists of technological use, job design, and innovation culture does not significantly mediate the influence of empowering leadership and readiness to change. In a governmental institution, however, this is due to several reasons. First, not all of civil servants are ready to change because there is a tendency of being in comfort zone working, endorsed by monthly allowance they get based on their own structural classification. Second, civil servant that sticks to government regulation will have less innovation resulting in their un-readiness to change.

Then, the statistic result from the technology support toward readiness to change is proven to have an insignificant impact. In governmental institution scope, technology support does not have significant influence on individual readiness to change, because the civil servants are not able to use available technology to support them in finishing their jobs. Moreover, recent technology is more sophisticated which makes them not ready to accept the change. Age can also be a factor when technology support cannot influence individual change, this may happen because they are above 42 years old in average. It can be said that some of them still need some training to minimize inability in technology usage.

Statistical result also shows that job design arranged by governmental institution does not have significant impact on individual readiness to change. It happens because the job design arranged by the institution is not suitable with the individual desire, so it does not have impact on individual readiness to change. In planning job design, organization must see what the civil servants need selectively, so it will generate equal relationship between job design and their wishes. Thus, the result will make them ready to change eventually. Moreover, organization needs to socialize how the job design has been arranged, so the civil servants will be more ready and creative in challenging the change.

The last is relationship between innovation culture and readiness to change which has insignificant statistic result. The culture in the institution in emerging creations and innovations of civil servants cannot influence individual readiness to change, because the culture in institution cannot influence civil servants to work. Civil servants cannot come up with their creativity and innovation in workplace. It influences individual readiness to change. In this case, institution is expected to give rewards to civil servants who have creativity and innovation in working, so it will motivate them to increase their creativity and innovation. As a result, the civil servants will be more ready to face the change.

Readiness to Change Significantly Impact Strategic Behavior The result then shows that individual readiness to change significantly influences strategic behavior. This result supports research that had been done by Mueller et al. (2012), Griffin et al.

(2018), and Peterson and Baker (2015) which explains that readiness to change will give positive impact toward individual behavior. Additionally, research by Haffar et al. (2012) concludes that readiness to change positively significant influences strategic behavior role. It means that individual readiness to change from civil servants will influence strategic behavior of individual which later will lead to the civil servants involvement in achieving the institutional goals. Thus, it can give good impact toward strategic behavior if civil servants have good individual readiness, and they will be more creative in working, be ready to change and be able to think forward.

Managerial Implication

A managerial implication can be drawn from the research result. First, in order to prepare readiness to change, organization needs to improve quality of people such as quality of leader-member exchange (LMX), improving quality of employee engagement and policies or situation which encourage intrinsic motivation by communication. Second, quality of communication which spreading the need to change, showing empathy from leader to employees and making job design and job characteristics which are interesting can lead people to innovate the way to finish work. In the other hand, a positive relationship between leader and followers should be done. Followers' trust in leaders is proposed to increase followers' work outcomes (i.e., counterproductive work behaviors toward the organization, in-role performance, and extra-role performance). The finding of this study have several useful implications for leaders' empowerment strategies. Furthermore, concerning the relationship between leadership and followers' trust in leaders suggest that team leaders should carefully consider their moral in managing their teams as a whole and also engage in work behavior. Third, to achieve excellent intrinsic motivation and employee engagement in the organization, leaders and managers should recognize that the future generation of professional civil servants to be driven by intrinsic motivators. Leaders and managers should understand that intrinsic factors play a bigger role in employee motivation and put effort into creating a culture of respect, recognition, trust, and autonomy. Fourth, due to the importance of the civil servant in developing countries, there is a need for leaders/managers to become efficient in managing innovative behaviors in order to support readiness to change. If leaders/managers are interested in giving employees a sense of control over themselves, and building a sense of fostering innovativeness, proactiveness, and taking risk, they can manage employees' innovative behavior more effectively. Moreover, it significantly influences individual readiness to change.

Theoretical Implication

First, this research gives contribution on the development about the theory of dimension of people in mediating the relationship between empowering leadership and individual readiness to change. Empowering leadership is believed as a creator of people dimension such as employee engagement, intrinsic motivation and leader-member exchange. Second, 2 gives suggestion application theory to the government in creating regulation/policy related to the importance of individual readiness to change

to endorse strategic behavior. Third, it also implemented the best theoretical working method in order to achieve working efficiently. Empowering leadership has a significant influence on the quality of people and method. Then, quality of method consists of technology endorsement, job design, and innovation culture. The result also shows that quality of people significantly influences individual readiness to change in the organization, while quality of method has no significant influence on readiness to change. Moreover, the individual readiness to change significantly influences organization strategic role behavior.

Limitation and Future Research

1 This research has following aspects of limitations. First, research design of this study used cross-sectional, and the research design is incapable of ensuring the causal relationships set out in the hypotheses, even the results are consistent with theoretical reasoning. For further researcher could solve this issue by applying a longitudinal design. Second, the study analyzes quality of method and quality of people on change process. Nevertheless, approaches that are more specific may be needed to take full advantage of each process of change so as to obtain distinct results when firms find themselves in different contexts (e.g., environment and time stage). Hence, when an organization requires creativity and experimentation to confront scenarios of radical change, a quality of method is probably most suitable, whereas, in more stable situations, quality of people may be more appropriate, as the firm essentially pursues stability. In this regard, future studies could try to analyze another type of quality of work process with different environmental or temporal settings. Third, self-report data is used by this study. It may suffer from the effects of general method variance. Future research could be useful from independently achieving and using objective measures of strategic behavior. Fourth, the *t* test to verify that non-response bias is applied in this study. The low response quality in answering the questionnaire shows a potential limitation. Future research could focus on a shorter form of questionnaire or measurement in order to give enough time to respondent to answer the questionnaire. Fifth, the respondents are Indonesian civil servants which have potential cultural limitations. Therefore, different cultural contexts—countries or geographical areas—can be targeted by future research in order to validate the results for a wider spectrum of cultures and geographies.

References

- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To Empower or Not to Empower Your Sales Force? An Empirical Examination of the Influence of Leadership Empowerment Behavior on Customer Satisfaction and Performance. *Journal of Applied Psychology*, 90(5), 945–955.
- Alfesa, K., Shantz, B., Trusc, & Soaned. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950> <http://www.tandfonline.com>.

- Al-Hussami, M., Hamad, S., Darawad, M., & Maharmeh, M. (2017). The effects of leadership competencies and quality of work on the perceived readiness for organizational change among nurse managers. *Leadership in Health Services*, 1751–1829. <https://doi.org/10.1108/LHS-11-2016-0058>.
- Amabile, T. M. (1983). The social psychology of creativity: a componential conceptualization. *Journal of Personality and Social Psychology*, 45, 357–376.
- Amabile, T. M. (1985). Motivation and creativity: effects of motivational orientation on creative writers. *Journal of Personality and Social Psychology*, 48, 393–399.
- Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The work preference inventory: assessing intrinsic and extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66(5), 950–967.
- Anand, S., Vidyarthi, P., & Rolnicki, S. (2017). Leader-member exchange and organizational citizenship behaviors: contextual effects of leader power distance and group task interdependence. *The Leadership Quarterly*, 25(7), 489–500. <https://doi.org/10.1016/j.leaqua.2017.11.002>.
- Apekey, McSorley, Tilling, & Siriwardena. (2011). Room for improvement? Leadership, innovation culture and uptake of quality improvement methods in general practice. *Journal of Evaluation in Clinical Practice*, 17(2), 311–318. <https://doi.org/10.1111/j.1365-2753.2010.01447.x>.
- Black, J. S., & Gregersen, H. B. (2003). *Leading strategic change*. New Jersey: Pearson Education, Inc.
- Blackman, D., O'Flynn, J., & Ugyel, L. (2013). A Diagnostic Tool for Assessing Organisational Readiness for Complex Change, Australian and New Zealand Academy of Management conference, Hobart, 4–6 December.
- Bothma, F. C., & Roodt, G. (2012). Work-based identity and work engagement as potential antecedents of task performance and turnover intention: unravelling a complex relationship. *SA Journal of Industrial Psychology*, 38(1), 1–17. <https://doi.org/10.4102/sajip.v38i1.893> <http://www.sajip.co.za>.
- Buchanan, D. (1979). *The development of job design theories and techniques*. New York: Praeger Publishers.
- Chih, W.-H., & Lin, Y.-A. (2012). *Applying structural equation models to study the influence of leadership, total quality management, and the organizational commitment*. Nation Dong Hwa University.
- Comer, D. R. (1992). *Managing at the speed of change*. New York: Villard Books Random House, Inc..
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User acceptance of computer technology: a comparison of two theoretical models. *Management Science*, 38(8), 982–1003.
- Depasque, S., & Tricomi, E. (2015). Effects of intrinsic motivation on feedback processing during learning. *NeuroImage*, 119, 175–186. <https://doi.org/10.1016/j.neuroimage.2015.06.046>.
- Devarajappa, S., & Nagaraja. (2014). Organizational culture impact on practices: a conceptual study. *International Journal of Organizational Behaviour & Management Perspectives* © Pezzottaite Journals 912 | Page, 3(2), 2279–0969.
- Djellala, F., Gallouja, F., & Milesb, I. (2013). Two decades of research on innovation in services: which place for public services? *Structural Change and Economic Dynamics*, 27(2013), 98–117.
- Eren, E. S., & Kurt, A. A. (2011). Technological leadership behavior of elementary school principals. *Education*, 131(3), 625–636.
- Fachrunnisa, O. (2013). *Awareness and Readiness of digital collaboration network: case of SMEs in Indonesia*. Paper presented at the International Conference on Complex, Intelligent, and Software Intensive System (CISIS 2013), Taichung, Taiwan.
- Fachrunnisa, O. (2014). A simulation-based framework of performance monitoring and incentive mechanism for successful interactions in virtual environment. *International Journal of Networking and Virtual Organisation (IJNVO)*, 14(3), 239–265.
- Fachrunnisa, O. (2015). *Workplace spirituality and employee engagement for Islamic financial institution: a conceptual model*. Proceedings of International Conference on Islamic Finance, Semarang, 18-19 November 2015.
- Fachrunnisa, O., & Hussain, F. K. (2013). A Methodology for maintaining trust in digital ecosystems. *IEEE Transactions on Industrial Electronics (IEEE TIE)*, 60(3), 1042–1053. <https://doi.org/10.1109/TIE.2011.2173890>.
- Fernandez, S. (2003). *Developing and testing an integrative framework of public sector managerial leadership: evidence from the public education arena*. National Public Management Research Conference.
- Fernandez, S., Cho, Y.J., & Perry, J. L. (2010). Exploring the link between integrated leadership and public sector performance. *Leadership Quarterly*, 21(2), 308–323.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>.
- Gomez, C., & Rosen, B. (2001). Leader-member exchange as a link between managerial trust and employee empowerment. *Group and Organization Management*, 26(1), 53–69.

- Gregory, A. (2006). Transformational and transactional leadership: association with attitudes toward evidence-based practice. *Psychiatric Services*, 57(8), 1162–1169.
- Griffin, M., Learnmonth, M., & Piper, N. (2018). Organizational readiness: culturally mediated learning through Disney animation. *Academy of Management Learning & Education*, 17(1), 4–23.
- Groves, K. S. (2006). Leader emotional expressivity, visionary leadership, and organizational change. *Leadership and Organizational Development*, 27(6), 566–583.
- Gu, Q., Tang, T. L.-P., & Jiang, W. (2015). Does moral leadership enhance employee creativity? Employee identification with leader and Leader-Member Exchange (LMX) in the Chinese context. *Journal of Business Ethics*, 126, 513–529. <https://doi.org/10.1007/s10551-013-1967-9>.
- Gupta, V., & Krishnan, V. R. (2004). Impact of socialization on transformational leadership: role of leader member exchange. *South Asian Journal of Management*, 11(3), 7–20.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 259–170.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading: Addison-Wesley.
- Haffar, M., Al-Karaghoul, W., & Ghoneim, A. (2012). An empirical investigation of the influence of organizational culture on individual readiness for change in Syrian manufacturing organizations. *Journal of Organizational Change Management*, 27(1), 5–22. <https://doi.org/10.1108/JOCM-04-2012-0046>.
- Holford, W. D. (2019). The future of human creative knowledge work within the digital economy. *Futures*, 105(July 2017), 143–154. <https://doi.org/10.1016/j.futures.2018.10.002>.
- Holten, A.-L., & Bremner, S. O. (2015). Leadership style and the process of organizational change. *Leadership and Organization Development Journal*, 36(1), 2–16. <https://doi.org/10.1108/LODJ-11-2012-0155>.
- Hsieh, C.-C., & Wang, D.-S. (2015). Does supervisor-perceived authentic leadership influence employee work engagement through employee-perceived authentic leadership and employee trust? *The International Journal of Human Resource Management*, 26(18), 2329–2348. <https://doi.org/10.1080/09585192.2015.1025234>.
- Hupila, H., Devos, G., Rosseel, Y., & Vlerick, P. (2012). Dimensions of distributed leadership and the impact on teachers' organizational commitment: a study in secondary education. *Journal of Applied Social Psychology*, 42(7), 1745–1784.
- James, L. R., James, L. A., & Ashe, D. K. (1990). *The meaning of organizations: the role of cognition and values*. San Francisco: Jossey-Bass.
- Ji, Y., Choi, M., & Armstrong, D. J. (2018). International Journal of Information Management. The impact of relational leadership and social alignment on information security system effectiveness in Korean governmental organizations. *International Journal of Information Management*, 40(December 2017), 54–66. <https://doi.org/10.1016/j.ijinfomgt.2018.01.001>.
- Jones, R. A., Jimmieson, N. L., & Griffiths, A. (2005). The impact of organizational culture and reshaping capabilities on change implementation success: the mediating role of readiness for change. *Journal of Management Studies*, 42(2), 361–386.
- Jung, D. I., & Sosik, J. (2002). Transformational leadership in work groups: the role of empowerment, cohesiveness and collective efficacy on perceived group performance. *Small Group Research*, 33(3), 313–336.
- Karasek, R. A., & Theorell, T. (1990). *Healthy work: stress, productivity and the reconstruction of working life*. New York: Basic Books.
- Khuong, M. N., & Yen, N. H. (2014). The effects of leadership styles and sociability trait emotional intelligence on employee engagement: a study in Binh Duong City, Vietnam. *International Journal of Current Research and Academic Review*, 2(1).
- Knights, D., & McCabe, D. (2002). A road less travelled beyond managerialist, critical and processual approaches to total quality management. *Journal of Organizational Change Management*, 15(3), 235–254. <https://doi.org/10.1108/09534810210429282>.
- Kör, B. (2016). The mediating effects of self-leadership on perceived entrepreneurial orientation and innovative work behavior in the banking sector. *SpringerPlus*, 5, 1–15. <https://doi.org/10.1186/s40064-016-3556-8>.
- Kreitner, R., & Kinichi, A. (2007). *Organizational behavior* (Vol. 7th ed). Avenues of The Americas, New York: McGraw Hill.
- Lee, D., Choi, Y., Youn, S., & Chun, J. U. (2017). Ethical leadership and employee moral voice: the mediating role of moral efficacy and the moderating role of leader-follower value congruence. *Journal of Business Ethics*, 141(1), 47–57. <https://doi.org/10.1007/s10551-015-2689-y>.

- Lee, Y., Mazzei, A., & Kim, J. (2018). Looking for motivational routes for employee-generated innovation: employees' scouting behavior. *Journal of Business Research*, 91(2018), 286–294. <https://doi.org/10.1016/j.jbusres.2018.06.022>.
- Li, M., Liu, W., Han, Y., & Zhang, P. (2016). Linking empowering leadership and change-oriented organizational citizenship behavior: the role of thriving at work and autonomy orientation. *Journal of Organizational Change Management*, 29(5), 732–750. <https://doi.org/10.1108/JOCM-02-2015-0032>.
- Li, S.-L., Yuanyuan, H., & Long, L.-R. (2017). Chinese traditionalism matters: effects of differentiated empowering leadership on followers' trust in leaders and work outcomes. *Journal of Business Ethics*, 145(1), 81–93. <https://doi.org/10.1007/s10551-015-2900-1>.
- Loehlin, J. C. (1998). *Latent variable models: an introduction to factor, path, and structural analysis*. Mahwah: Lawrence Erlbaum Associates.
- Lord, R. G., & Maher, K. (1991). *Leadership and information processing: linking perceptions and performance*. Boston: Unwin Hyman.
- Loyd, B. H., & Gressard. (1984). Reliability and factorial validity of computer attitude scales. *Educational and Psychological Measurement*, 44(2), 501–505.
- Machado, C., & Davim, J. P. (2014). *Human resource management and technological challenges*. New York Dordrecht London: Springer Cham Heidelberg.
- Marinova, S. V., Peng, C., Lorinkovac, N., Dyne, L. V., & Chiaburu, D. (2015). Change-oriented behavior: a meta-analysis of individual and job design predictors. *Journal of Vocational Behavior*, 88, 104–124.
- Martin, R., Epitropaki, O., Thomas, G., & Topakas, A. (2010). A review of leader-member exchange research: future prospects and directions. *International Review of Industrial and Organizational Psychology*, 25. <https://doi.org/10.1002/9780470661628>.
- Miao, X., Newman, A., Schwarz, G., & Cooper, B. (2018). How leadership and public service motivation enhance innovative behavior. *Public Administration Review*, 71–81. <https://doi.org/10.1111/puar.12839>.
- Moldogaziev, T. T., & Fernandez, S. (2014). Empowering public sector employees to improve performance: does it work? *The American Review of Public Administration*, 41(1), 23–47. <https://doi.org/10.1177/0275074009355943>.
- Mueller, F., Jenny, G. J., & Bauer, G. F. (2012). Individual and organizational health-oriented readiness for change: conceptualization and validation of a measure within a large-scale comprehensive stress management intervention. *International Journal of Workplace Health Management*, 5(3), 220–236.
- Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: the roles of LMX, empowerment, and proactive personality. *Journal of Business Ethics*, 145(1), 49–62. <https://doi.org/10.1007/s10551-015-2827-6>.
- Nie, D., & Lämsä, A.-M. (2015). The Leader Member Exchange Theory in the Chinese Context and the Ethical Challenge of Guanxi. *Journal of Business Ethics*, 128(4), 851–861. <https://doi.org/10.1007/s10551-013-1983-9>.
- Notgrass, D. (2013). The relationship between followers' perceived quality of relationship and preferred leadership style. *Leadership and Organization Development Journal*, 35(7), 605–621. <https://doi.org/10.1108/LODJ-08-2012-0096>.
- Parasuraman. (2000). Technology readiness index (TRI): a multiple item scale to measure readiness to embrace new technologies. *Journal of Service Research*, 2(4), 307–320.
- Parker, S. K., Van Den Broeck, A., & Holman, D. (2017). Work design influences: a synthesis of multilevel factors that affect the design of jobs. *Academy of Management Journal*, 11(1), 267–308.
- Perry, J. L., Mesch, D., & Paarlberg, L. (2006). Motivating employees in a new governance era: the performance paradigm revisited. *Public Administration Review*, 66, 505–514.
- Peterson, S. M., & Baker, A. C. (2015). Readiness to change in communities, organizations, and individuals. *The early childhood educator professional development grant: research and practice* (Vol. 15). [https://doi.org/10.1108/S0270-4021\(2011\)0000015006](https://doi.org/10.1108/S0270-4021(2011)0000015006).
- Piccolo, R. F., Greenbaum, R., Den Hartog, D. N., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*, 31(2-3), 259–278.
- Powell, T. C., Lovallo, D., & Fox, C. R. (2011). Behavioral strategy. *Strategic Management Journal*, 32(13), 1369–1386.
- Reeve, J. (2001). *Understanding motivation and emotion*. New York: Harcourt College Publishers.
- Reid, V., Bardzki, B., & McNamee, S. (2004). Communication and culture: designing a knowledge-enabled environment to effect local government reform. *Electronic Journal of e-Government*, 2(3), 197–206.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: classic definitions and new directions. *Contemporary Educational Psychology*, 25, 54–67.
- Scheier, M., & Carver. (1992). Effects of optimism on psychological and physical well-being: theoretical overview and empirical update. *Cognitive Therapy and Research*, 16(2), 201–228.

- Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategy with Human Resources Management Practices. *I*(3), 207–219.
- Schuller, R. S. (1992). Strategic human resource management: Linking people with the needs of the business. *Organizational Dynamics*, *21*(1), 18–32.
- Scott, S., & Bruce, R. (1994). The influence of leadership, individual attributes, and climate on innovative behavior: a model of individual innovation in the workplace. *Academy of Management Journal*, *37*(3).
- Singh, R. (2016). The Impact of Intrinsic and Extrinsic Motivators on Employee Engagement in Information Organizations. *Journal Of Education For Library And Information Science*, *57*(2), 197–206.
- Spreitzer, G. M., Kizilos, M., & Nason, S. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain. *Journal of Management*, *23*(5), 679–704.
- Stempfle, J. (2011). Overcoming organizational fixation: creating and sustaining an innovation culture. *The Journal of Creative Behavior*, *45*(2), 166–129. <https://doi.org/10.1002/j.2162-6057.2011.tb01091.x>
- Sudharatna, Y., & Li, L. (2004). Learning organization characteristics contributed to its readiness to change; a study of the Thai mobile phone service industry. *Managing Global Transition*, *2*(2), 163–178.
- Vakola, M. (2014). What's in there for me? Individual readiness to change and the perceived impact of organizational change. *Leadership and Organizational Journal*, *35*(3), 195–209. <https://doi.org/10.1108/LODJ-05-2012-0064>.
- Val, M. P. d., & Fuentes, C. M. (2003). Resistance to change: a literature review and empirical study. *Management Decision*, *41*(2), 148–155.
- Van Avermaet, E. (2001). *Social influence in small groups*. Oxford: Blackwell Publishing.
- Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the technology acceptance model: four longitudinal field studies. *Management Science*, *46*(2), 186–204.
- Walezuch, R., Lemmink, J., & Streukens, S. (2007). The effect of service employee's technology readiness on technology acceptance. *Information & Management*, *44*, 206–215.
- Weiss, H. W., & Rupp, D. E. (2011). Experiencing work: an essay on a person-centric work psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *4*, 83–97.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: the influence of Psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, *53*, 107–128.
- Zhang, Y., Waldman, D. A., Han, Y.-L., & Li, X.-B. (2015). Paradoxical leader behaviours in people management: antecedents and consequences. *Academy of Management Journal*, *58*(2), 538–566.
- Zhou, K. Z., Gao, G. Y., Yang, Z., & Zhou, N. (2004). Developing strategic orientation in China: antecedent and consequences of market and innovation orientations. *Journal of Business Research*, *58*, 1049–1058.

Publisher's Note Springer Nature remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Muafi - JKE

ORIGINALITY REPORT

3%

SIMILARITY INDEX

2%

INTERNET SOURCES

3%

PUBLICATIONS

2%

STUDENT PAPERS

PRIMARY SOURCES

- 1** Ardian Adhiatma, Reni Diah Sari, Olivia Fachrunnisa. "The role of personal dexterity and incentive gamification to enhance employee learning experience and performance", *Cognition, Technology & Work*, 2021
Publication 2%
- 2** Maria Vakola. "What's in there for me? Individual readiness to change and the perceived impact of organizational change", *Leadership & Organization Development Journal*, 2014
Publication 2%

Exclude quotes On

Exclude bibliography On

Exclude matches < 2%