Does Transformational Leadership Impact Individual Readiness for Change and Resilience with Psychological Empowerment as Mediator?
Study in Indonesian Construction and Infrastructure Companies

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Abstract. This study explores the relationship between transformational leadership, individual readiness to change and resilience with psychological empowerment as a mediator. The data collection involves Indonesian Construction and Infrastructure companies' employees. The method used in this research was structural equation modelling (SEM). The finding showed that psychological empowerment has a significant and positive relationship to resilience and individual readiness for change and also mediated the relationship between transformational leadership to strength and personal enthusiasm for change. Transformational leadership had no direct effect on individual willingness to change and resilience significantly, but an indirect effect was gained from the role of psychological empowerment. These findings enable leaders, especially construction company leaders, to be more focused on psychological empowerment to achieve resilience and individual readiness to change. Leaders could embrace changes and reduce the rejection of evolution by subordinates by acting more as transformational leaders so the company may bounce back from crisis.

Keywords: Construction · Individual Readiness to Change · Resilience · Psychological Empowerment · Transformational Leadership

1 Introduction

The increasing complexity and dynamics of the business environment encourage organisations to change how businesses operate and adapt to their problems [1]. The construction industry has also felt the impact of the pandemic in the country. Companies that intend to invest in buildings or other infrastructure projects will hold back on investment and focus on maintaining their respective businesses. It creates sluggish market conditions and makes it difficult for construction companies to get new projects [2]. The implementation of lockdown or semi-lockdown (PSBB) is a major problem for losses in the construction sector. Lockdown aims to limit the movement of people to enter and leave an area. This restriction is one of the triggers for delays in construction work. Raw materials and heavy equipment used to carry out the construction process will be held back, so they cannot be used as planned.

Nationally, many of the budgets originally for construction were relocated or rationalised for handling COVID-19 [3]. This uncertainty led to many changes related to the rules that apply to continue the project. Tempo daily reported seven names of restrictive policies implemented by the central and regional governments. From PSBB, transitional PSBB, Enforcement of Community Activity Restrictions (PPKM), Micro PPKM, Thickening of Micro PPKM, emergency PPKM, to finally, PPKM based on level. Jallow et al. [4] stated that companies need to make changes in the infrastructure sector to comply with health protocols and remain productive during the lockdown. In addition, construction companies have been affected by Covid-19, starting with project suspensions, layoffs, work that exceeds the contract deadline, costs that exceed the design, and the overall financial impact [5].

Resilience is the individual's ability to rise and bounce higher than the problem 6. A person can overcome difficulties and return to the condition of the person working functionally [7], in [8]. The concept of resilience is a multi-disciplinary study, carried out by researchers in psychology, psychiatry, sociology, and neuroscience [9]. Resilient individuals are individuals who can deal with crises effectively, can survive, and can seek opportunities from problems that arise. Resilience allows us to withstand the pressure of problems and continue to innovate [10]. Organisations that have resilient human resources are organisations that can adapt to change to achieve organisational goals. When individuals can adapt, the ability to rise from a problem will be achieved.

An important factor related to the ability to deal with a problem is the individual's willingness to change. A disruptive problem is unusual, so it requires a different approach to solving it. Readiness or readiness is an important aspect of strategy implementation success [11]. Individuals in the organisation must be able to change to achieve resilience. Most organisations fail to make changes due to a lack of attention to employees, where the success of implementing a change is highly dependent on the attitudes and behaviour of employees in initiating change [12]. Individual readiness for change is defined as beliefs, attitudes, behaviour, intentions when change is needed, and their perceptions of individual and organizational abilities depending on the change.

Research conducted by Triatmanto [13], shows a significant influence related to the empowerment of human resources (psychological empowerment) with resilience. Psychological empowerment is an employee's feeling of empowerment which is influenced by superiors, regulations, self-control, organizational environment, and individual motivation [14] in [15]. Psychological empowerment can affect individual initiative and persistence in doing tasks [16] in [17]. When a problem occurs, individual persistence is needed in order to survive doing the work needed so that the company can continue to operate.

One of the psychological empowerment factors [18] is leadership. Leadership is an important factor in organizations because the role of leadership affects morale, job satisfaction, security, quality of work life, and the level of achievement of an organization Mistakes in handling psychological empowerment by leaders can lead to high employee turnover [19].

Transformational leadership is well suited to be applied in a developing and uncertain world. Transformational leadership arises when organisations want to find ways how leaders can implement changes in themselves and make an organisation that can adapt to

an unstable environment [20]. Transformational leadership is said to be more effective because leaders are more innovative and look for new ways to work and which simultaneously create effective and efficient solutions to solve problems [21]. Research conducted by Rubin, Munz, and Bommer [22] stated that the transformational leadership style will motivate and build relationships with subordinates and encourage subordinates to work more than the leader compared to the conventional transactional leadership style. Similar research also shows that the transformational leadership style is associated with positive results on company performance, satisfaction, and positive perceptions of leaders [23].

1.1 Transformational Leadership

Transformational leaders are leaders who focus on achieving change or transformation of values, beliefs, attitudes, behavior, emotions, and needs of subordinates towards better changes in the future. Transformational leadership focuses on changing the goals, values, ethics, standards, and performance of others. Bass & Riggio [24] define transformational leadership as when the leader increases the awareness of subordinates through acting and functioning as a role model. Transformational leaders are individuals who are able to stimulate subordinates to be able to achieve high goals and in the process are also able to develop the leadership abilities of their subordinates [24].

Transformational leaders motivate and inspire subordinates by (a) increasing subordinates' understanding of the function and value of a goal, (b) creating subordinates who put aside their own interests for the sake of the organization, and (c) moving subordinates to meet needs to a higher level Bass in [20]. Transformational leadership is the process of someone getting involved and creating relationships with others and then increasing motivation and morality in leaders and followers [25]. An indicator of leader effectiveness can be seen through the attitudes and perceptions of subordinates as measured through questionnaires or interviews [20]. Psychological empowerment is the result of the interaction of individual characteristics and the work environment, including leadership style [26].

H1: Transformational Leadership Style significantly positively affects Psychological Empowerment

1.2 Readiness to Change

Holt et al. [27] stated that readiness for change is a multidimensional construct that is influenced by confidence in employees that (a) employees can implement the proposed changes, namely the specific efficacy of changes, (b) the proposed changes are following organisational needs, namely conformity, (c) leaders in the organisation support and are committed to the proposed changes, namely support from management, and (d) the proposed changes provide benefits to the organisation, namely personal valence.

Individual readiness for change is a person's beliefs, intentions, and attitudes about the extent to which change is needed and includes a person's perception of the capacity of individuals and organisations to make the change successful. The results of research by Putra and Fitri [28] found that transformational leadership is important in determining readiness to change. This is due to the nature of transformational leadership,

which provides support and changes like the organisation and seeks support from every individual.

H2: Transformational Leadership Style significantly positively affects Individual Readiness for Change

1.3 Resilience

The term resilience was originally stated by Holling [29], who introduced the concept of resilience when trying to measure the ability of an ecological system to absorb change and bounce back. Through the science of ecology subject, Woods [30] says that resilience is the ability of the system to bounce (resilience) from a traumatic state and return to a previous or normal state of activity. Then resilience began to be used in many subjects, one of which was the organization of human resources. Resilience is a pattern of positive adaptation during or after facing difficulties or risks. Resilience is an idea that refers to the capacity of a dynamic system to survive or recover from disturbances [31]. Resilience can also be interpreted as the capacity to recover from problems or trauma [32]. The definition of resilience according to Stewart and O'Donnell [33] is the individual's capacity to respond positively or adaptively to a disruptive change. It can be concluded that resilience is a person's capacity to respond to a disturbing problem and then bounce back to normal conditions. Leadership that builds one of them is transformational, will increase employee involvement in the organization, increase expertise, autonomy, and drive to achieve targets, will support employee resilience, namely learning factors, adaptability, and networking. This will lead to a good increase in employee abilities and increase employee resilience [34].

H3: Transformational Leadership Style Significantly Affects Resilience

1.4 Psychological Empowerment

Psychological empowerment is defined as a cognitive state of individual feelings that can be formed through motivation, experience, and perception [26]. Psychological empowerment is not a stable and generalizable form of personality, but an individual's cognitive state that is formed from a series of cognitions that can be continuously shaped by one's work environment [35] in [36]. The cognitive dimension is an accumulation of many parts so that individuals who have a deficiency in one dimension of psychological empowerment will experience fewer cognitive empowerment experiences, not having no empowerment cognition at all [14] in [36]. These cognitive dimensions are meaning, which is how meaningful a job is to an individual so that it can be used as a goal, self-determination, namely the individual's freedom to control how to complete work, and impact, namely how high an individual's work has an impact on the organization, and competence, namely feelings individual's ability to complete the given task [26]. Individual factors such as employee empowerment support individual readiness for change [37]. This is partly because when employees feel they have the ability (competence) and the meaning of the change (meaning) then the employee will feel this change is needed.

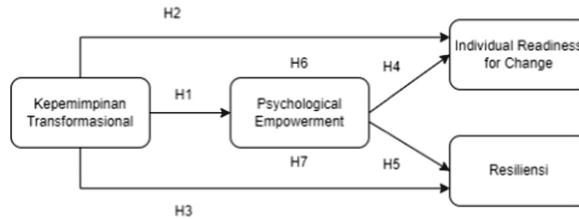H4: Psychological Empowerment has a significant positive effect on Individual Readiness for Change

Fig. 1. Research Model

Research conducted by Triatmanto [38], showed that there was a significant influence between empowering human resources and resilience. The construct of empowering human resources with resilience has a positive and significant effect. The sense of empowerment possessed by employees will increase employee competence so that they feel they have the fighting power to do something again so and psychological empowerment will increase employee resilience.

H5: Psychological Empowerment has a significant positive effect on Resilience

Psychological empowerment has a positive and significant effect on employees' readiness to change [39]. The transformational leadership style itself also has a positive and significant influence on individual readiness to change [40]. Research by [41], mentions that one of the attributes of individual readiness for change is transformational leadership.

H6: Psychological Empowerment Mediates the influence between Transformational leadership style and Individual Readiness for change

Research conducted by Bundtzen and Hinrichs [42] mapped the relationship between transformational leadership style and resilience with psychological empowerment as a mediator. The research of Taj et al., [43] stated that psychological empowerment has a positive significance to resilience. When the individual is given empowerment, the individual will feel enough to face a problem so that he is able to bounce back (resilient).

H7: Psychological Empowerment Mediates the influence between Transformational Leadership Style and Resilience

Research model show by Fig. 1 as follow:

2 Methods

This study uses a quantitative research method, according to Hair et al. [44], is a deductive research method that uses measurement and sampling techniques for data collection. The samples were chosen based on a purposive sampling technique because the criteria for choosing the respondents were determined prior to the data collection stage [45]. The sample selected in this study was employees or workers at Construction and Infrastructure Companies in Indonesia. The questionnaire was dispersed through an online platform, Google Forms. The 56-item questionnaire was adapted from previous research

Table 1. Demographic of respondents

Item	Frequency	(%)
Gender		
Male	169	60.86
Female	109	39.13
Age		
< 25 years old	72	25.09
26 – 40 years old	190	68.3
41 – 55 years old	16	0.057
Workplace		
Office	220	79.34
Project / Site	58	20.65

conducted in Transformational Leadership, Psychological Empowerment, Resilience, and Individual Readiness for Change. Multifactor Leadership Questionnaire (MLQ 5X) used to measure Transformational Leadership, adapted from Bass & Riggio [23]. Psychological Empowerment scales were adapted from Spreitzer (1992), Individual Readiness for Change were adapted from Hanpachern [46], and lastly, the Resilience scale was measured using the adaptation of Connor – Davidson Resilience Scale (CD RISC 10). All of the questionnaires used a seven-point Likert scale (1 = "strongly disagree"; 7 = "strongly agree"). Data were collected from 160 employees who have worked at least 1 year at a construction or infrastructure company. The data were analyzed using structural equation modeling using the LISREL 8.8 software.

3   Result and Discussion

3.1   Analysis

Based on the results of descriptive data processing, the majority of respondents were Male (111, 61, 44 percent), in the age range of 20 to 29 years old (97, 53.85%). Respondent's age range is between 30 and 39 years old (22, 29, 23 percent). While in terms of education, most hold a bachelor's degree (60; 71.79%). In terms of working setups, most of the respondents have been working for construction companies (83; 44, 87 percent); see Table 1.

3.2   Result and Analysis

Structural equation modeling was conducted to analyze the measurements and structural model using LISREL 8.8 version. This study examined convergent validity, discriminant validity, and composite reliability tests of the measurement model. The model with good convergent validity has a standardized loading factor (SLF) and an average variance

Table 2. Summary of the hypothesis testing result

No	Path	t - value	SLF	Result
H1	TL > PE	3,82	0.34	Supported
H2	TL > Resilience	-0.08	-1.14	Unsupported
H3	TL > IRFC	-0.10	-1.43	Unsupported
H4	PE > IRFC	9.20	1.01	Supported
H5	PE > Resilience	8.63	0.77	Supported
H6	TL > PE > Resilience	0.343	Indirect only	Supported
H7	TL > PE > IRFC	0.216		Supported

extracted (AVE) greater than or equal to 0.5 [44]. The statistical results from this study, the measurement range of SLF is between 0.50 and 0, 87 which has been proven that all items are valid. The AVE value is greater than 0.5 with a range of 0.61–0.83 and shows an indication of a good convergent validity. The instrument reliability was assessed from the value of composite reliability (CR). According to Hair et al. [44], the instrument with good reliability has a value of 0.6 or above. This study has good reliability based on CR values ranging between 0.79 and 0.91.

In order to assess the proposed model, the goodness of fit has been examined. For the Goodness of Fit Index (GOFI) values have been in the marginal fit index with a point of 1.99. The Root Mean Square Error of Approximation (RMSEA) indicates a poor fit with 1.078, and the Comparative Fit Index (CFI) shows a poor fit.

The statistical result from this study has shown the significant result positive relationship between transformational leadership to psychological empowerment (t-values = 3, 82), resilience (t-values = -0, 08) and individual readiness for change (t-values = -0, 10). Therefore, H1 was accepted and H2 and H3 were rejected. The fourth and fifth hypothesis was accepted based on the statistical analysis result with t value of 9, 20 and 8, 63.

The sixth and seventh hypotheses examined the mediating role of psychological empowerment between transformational leadership, resilience, and individual readiness for change. A partial mediation was found between transformational leadership, resilience, and individual readiness for change. The statistical analysis is shown with indirect values of 0,343 and 0,216. This indicated that employees with psychological empowerment the more they are resilient and ready for any changes. The summary of the hypothesis testing results can be seen in Table 2.

3.3 Discussion

The purpose of this study was to examine the relationship between transformational leadership, psychological empowerment, individual readiness for change and resilience. The findings of this study suggest that transformational leadership leads to better psychological empowerment. This finding is supported by research [47]. Another finding shows transformational leadership insignificant to individual readiness for change and

resilience. Transformational have to go through psychological empowerment to affect positively individual readiness for change and resilience.

The higher level of transformational leadership leads to a higher level of psychological empowerment [47]. Psychological empowerment has a positive and significant effect on employees' readiness to change [39]. One of the transformational leadership attributes is inspirational motivation, this allows employees to be connected to the company's vision and mission in the future. Through the leader, this message flows into employees' minds and they will be willing to change because they know why this change is needed.

4   Conclusion

This study contributed to the theoretical development by providing new knowledge and literature for academics in human resources or other related areas to further understand employee needs and their relationship with transformational leadership, individual readiness for change, and resilience. Practically, this study provided insight and advice for practitioners in the field of human resources related to employee behaviour. Hence, practitioners know the suitable approach to increase resilience and readiness for change.

Future crucial considerations regarding this study were some topics related to the Covid-19 pandemic aiming at producing different results. Therefore, a more thorough investigation of leadership is required. Further research can also consider measuring other psychological variables for mediating variables.

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