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The Influence of Transformational Leadership, Transactional Leadership and Organizational Commitments on Readiness For Change (Study on Employees at Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province) Triana Winiastuti1, Lalu Suparman2*, Sri Wahyulina31 Magister of Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia2,3 Faculty of Economics and Business, University of Mataram, Mataram, Indonesia1 nanitrianacahyani@gmail.com, 2* lalusuparman77@gmail.com (corresponding author), 3 sriwahyulina@gmail.com

ABSTRACT Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province as one of the local government apparatus that provides public services is tasked with organizing government affairs in the health sector in West Nusa Tenggara, has the obligation to carry out bureaucratic reform to realize people's welfare through improving the quality of public services in the health sector. Mutiara Sukma psychiatric hospital must continue to improve the quality of its services.

Efforts to improve service quality, which is carried out by Mutiara Sukma psychiatric hospital are to make innovations in service and outside of service. The purpose of this study was to analyze the effect of Transformational Leadership and Transactional Leadership on Organizational Commitment and Readiness to Change at Mutiara Sukma psychiatric hospital. This type of research is causal quantitative research. Research respondents were 247 employees of Mutiara Sukma psychiatric hospital. The data collection tool used in this study was a questionnaire. The data analysis procedure used partial least square (PLS) analysis. The research results that can be taken are: (1) Transformational leadership has a positive and significant effect on readiness to change. (2) Transactional leadership has a positive and significant effect on readiness to change.

(3) Transformational leadership has a positive and significant effect on organizational commitment. (4) Transactional leadership has a positive and significant effect on organizational commitment. (5) Organizational commitment has a positive and significant effect on readiness to change in Mutiara Sukma psychiatric hospital. Practically the results of this study can also be used as an evaluation material and employee development materials at Mutiara Sukma psychiatric hospital to continue to improve employee readiness to change.

Keywords: Transformational Leadership, Transactional Leadership, Organizational Commitment, Readiness to Change

INTRODUCTION Globalization requires organizations to change and develop continuously.

These developments and changes are inevitable for organizational life in the present and in the future. If there is a change in a country, especially developed countries, then these changes will have a huge impact on other countries. The strength of the global environment can be a driving factor for organizations to make changes. The field of business work also follows the development of the world by making changes at the same time (Madsen, Miller, & John, 2005).

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Changes that are carried out constantly and continuously cause organizational performance to advance rapidly, so as to achieve success in the organization. Change has become a primary

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need for organizational life.

Change is one of the most critical aspects of creating effective management (Hussey, 2000, Wibowo, 2008). The causes of continuous change can be due to the rapid pace of global development, newfound business risks, exciting opportunities, innovation, and new leadership systems (Madsen, Miller, & John, 2005). Organizations that do not adapt to change will be defeated by competitors who ultimately will not be able to maintain their existence. Change requires sustainable management, both short and long term (Robbins & Judge, 2009). Attempts to make changes to the organization are not easy things. Ashkenas (2013) states that studies show that 60-70 percent fail to make changes. Ford and Ford (2010), a change that occurs in the organization will be responded to differently by each employee.

When organizational change is seen as a challenge, it will trigger a positive response, while when change is seen as a threat it will trigger a negative response. According to the results of research by Madsen, Miller, and John (2005), organizational change will not be successful without changing employees, and changing employees is not effective without being prepared in advance. Lunenburg (2010) states that organizational change is not only influenced by the external environment but also by the internal company. Such as changes in leadership policies, changes in vision, changes in organizational structure, and changes in company regulations. Meanwhile, external changes are in the form of technological developments, government regulations, socio-culture, changes in the labor market, economic conditions, geographical conditions, demographic factors, and the activities of competitors. Holt et al (2007) define readiness to change as a comprehensive attitude that is simultaneously influenced by content (what changes), processes (how change is implemented), context (the environment in which change occurs), and individuals (individual characteristics that are asked to change). involved in a change. Armenakis et al (1993) stated that readiness to face change is one of the factors that contribute to the effectiveness of implementing change.

Berneth (2004) also states that readiness to change is an important factor for the success of the organizational change. The readiness to change becomes attractive because the reaction of each individual, both leader and member of the organization, is an important role in any organizational change. The change will only be achieved when ready to change, not only from material resources but also from human resources. (Oreg et al., 2011; Holt et al., 2007) A change can be successful not only focused on employees as the object of change, but also the occurrence of effective relationships between superiors and subordinates.

The style of the leader in moving employees in the change process will have an impact on readiness to change (Paren, 2010). Therefore, the leadership style has an important role in the readiness to change in an organization. There are two approaches to leadership styles that have been widely discussed, namely transactional leadership and transformational leadership (Bass and Avolio, 1990). Transactional leadership encourages subordinates to be ready to change in order to achieve more performance by rewarding the work that has been done. Meanwhile, transformational leadership focuses on achieving changes in values, beliefs, attitudes, behaviors, emotions, and the need for change with the aim of organizational efficiency and effectiveness.

Transformational leadership is an additional impact of transactional leadership in terms of employee contributions in achieving results such as subordinate efforts, satisfaction, perceptions of effective leadership. The initial idea of transactional leadership theory and transformational leadership was developed by James McGregor Burns in Yukl (1994) based on his descriptive research of political leaders. Conceptually, the two types of leadership are different but are positively related, not conflicting styles. Bass (1985) views transactional leadership and transformational leadership as distinct processes, and he admits that the same leader can use both types of leadership at different times and situations.

This opinion is supported by Waldman, Bass, and Einstein (1987) who argue that, although the concepts are different, transactional leadership and transformational leadership to a certain degree can be embraced by a manager at the same time. Apart from leadership, there are other factors that underlie the successful readiness to change, namely organizational commitment (Maheswari and Vohra, 2015). Organizational commitment is a psychological construct that looks at the characteristics of the relationship between

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organizational members and the organization and has implications for individual satisfaction to continue their membership in the organization (Allen and Meyer, 1991). Organizational commitment can be the glue of the relationship for employees with organizational goals so that it can increase individual efforts to change their work behavior while reducing the intention to leave the organization.

Employees who have organizational commitment will be more able to stay in the organization than employees who do not have an organizational commitment (Jaros, 2011). The amount of research that has been done to determine the effect of leadership style and organizational commitment on readiness to change, and there are still differences in research results, Garnis (2016) states that transactional leadership style has no significant positive effect on readiness to change. On the other hand, according to Nordin (2012), the transactional leadership style has a positive effect on readiness to change. The hypothesis testing technique uses multiple linear regression analysis and moderated regression analysis (MRA). The results obtained in this study are that transformational leadership styles affect readiness to change, but organizational commitment moderates the influence of transformational and transactional leadership styles on change readiness. Researches on the relationship between transformational leadership, transactional leadership, and organizational commitment to readiness to change have been carried out, but there are still differences from the research results of Sari (2017), Kartika (2016), Laensadi (2015) showing that transformational leadership has a positive and significant to readiness to change.

However, according to Hasanah (2016), Mujiburrahman (2017), and Susyanto (2019) that transformational leadership has a positive but insignificant effect on readiness to change. Noordin (2011) states that transactional leadership is a strong predictor of readiness to change, whereas, in Mufida (2018), Susyanto (2019) transactional leadership has no significant positive effect on readiness to change. Research by Zulkarnain and Hadiyani (2014), Pramadani and Fajrianti (2012) states that organizational commitment has a positive and significant effect on readiness to change, especially effective commitment and normative commitment, while continuous commitment has no significant effect against readiness to change. Utomo's research (2016) states that affective commitment and continuous commitment have a significant positive effect on readiness to change.

Meanwhile, Suratini's research (2014) states that organizational commitment has no significant effect on readiness to change. Research related to leadership in general, organizational commitment, and readiness to change becomes interesting to research because changes will continue to occur in every company and organization to maintain and develop its company. Changes in organizations or companies are closely related to bureaucratic reform mandated by the president as contained in Presidential Regulation No. 81/2010. This bureaucratic reform policy is expected to improve the quality of public services better, increase the capacity and accountability of bureaucratic performance, and increase the professionalism of apparatus resources.

government and government administration that is clean and free of corruption. In line with the nature of Bureaucratic Reform, efforts to create the ideal bureaucracy are carried out by refining, enhancing, strengthening the 8 (eight) areas of change through 8 (eight) Bureaucratic Reform programs, namely Change in Mindset (Change Management), Arrangement of Legislation invitation, Organizational Structuring and Strengthening, Governance Arrangement, HR408/IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijset.com Management System Arrangement, Strengthening Accountability, Strengthening Supervision and Improving Public Service Quality. A

hospital as a health service facility is part of health resources that are indispensable to support the implementation of hospital health efforts in providing hospital services, must make efforts to improve the quality of public services and medical services, either through accreditation, certification, or quality improvement processes others (Ministry of Health, 2012). As the population grows, the need for health services is increasing. The existence of a hospital is very important to provide health services for the community. The increase in the number of hospitals seems so fast. Based on data from the Indonesian Ministry of Health, the number of hospitals throughout Indonesia until the end of 2018 was 2,813 units.

This number consists of 2,269 general hospitals and 544 special hospitals, while in 2017 the number of hospitals throughout Indonesia was 2,733 units, which means that within 1 (one) year it increased by about

2.8%. This condition causes competition among hospitals to always try to improve the quality of service so that it is attractive to the public. Mutiara Sukma psychiatric hospital as a special hospital in West Nusa Tenggara Province is also required to improve the quality of service. Special Hospital is a hospital that provides main services in one particular field or type of disease based on scientific discipline, age group, organ, type of disease, or another specificity.

Special Hospitals are currently facing challenges due to the increasing number of private hospitals that provide primary services in one area. Mutiara Sukma is the only psychiatric hospital in West Nusa Tenggara Province. But that doesn't mean Mutiara Sukma has no competition in health services, especially mental health services. Mutiara Sukma as one of the local government agencies that provide public services is tasked with carrying out government affairs in the health sector in West Nusa Tenggara, has the obligation to carry out bureaucratic reform to realize community welfare through improving the quality of public services in the health sector. Mutiara Sukma psychiatric hospital must continue to improve the quality of its services.

Efforts to improve service quality, which is carried out by Mutiara Sukma to make innovations internal service and outside of service. Currently, Mutiara Sukma has become several pilot projects in the activities of the West Nusa Tenggara provincial government such as Zero Waste, West Nusa Tenggara free of stocks so that the Mutiara Sukma must make changes. All lines in the organizational structure of Mutiara Sukma must be ready to face the changes that occur. Change management is carried out by changing the system, mindset, and work culture so that it is better suited to the objectives of the Bureaucratic Reform.

The structuring and strengthening of Mutiara Sukma psychiatric hospital are carried out by increasing the efficiency and effectiveness of the organization to become the right function and size. The arrangement of human resources is also carried out by increasing the professionalism of Human Resources at Mutiara Sukma psychiatric hospital with a recruitment system, obtaining salaries and promotions based on competence, transparency, and a form of equal welfare guarantee. Improving the quality of public services is carried out by providing services that are faster, easier, and of good quality in accordance with the accreditation standards that have been obtained by Mutiara Sukma. The leaders at Mutiara Sukma psychiatric hospital, in addition to being in charge of leading and being responsible for the organization, also act as initiators and agents of change.

This change agent will bring change for the better so that the leader becomes an example and role model for his subordinates. The employees at Mutiara Sukma will certainly follow examples and role models. The phenomenon at Mutiara Sukma psychiatric hospital regarding the transformational leadership style carried out by direct superiors, namely the leadership of the Sakin hospital, provides inspirational motivation through the approach when break times always eat together with their subordinates, then motivate their subordinates and invite them to remain optimistic in carrying out work in a mental hospital. The leadership on Mutiara Sukma also encourages subordinates to be more creative and stimulate subordinates in solving problems through workshops or training. The409IJSET - International Journal of Innovative Science, Engineering & Technology, Vol.

7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com leadership provides guidance and mentoring to subordinates and the leadership provides idealized influence, namely by providing socialization every morning, both about the vision and mission of the hospital and the programs that are or will be implemented. Observations were also made on the phenomena that occurred at Mutiara Sukma from the transactional leadership variable, namely the Regional Performance Allowance which was given based on the workload of employees to be more diligent and disciplined. In addition to Regional Performance Allowance, there is also a distribution of services for all employees. This division is based on the income earned by the hospital.

The distribution of services further triggers employees to provide better services in accordance with the main duties of each employee. Regarding the phenomenon of Organizational Commitment to employees, interviews were conducted with several employees and it was known that employees at Mutiara Sukma were related to employee commitment, especially affective commitment. Employees feel happy to have a career at Mutiara Sukma psychiatric hospital. This is because employees feel comfortable working at Mutiara Sukma psychiatric hospital. The objectives of this study are: 1. To find out and analyze the significance of the effect of

transformational leadership on readiness to change the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.2.

To find out and analyze the significance of the influence of transactional leadership on readiness to change the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.3. To find out and analyze the significance of the effect of transformational leadership on organizational commitment of the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.4. To find out and analyze the significance of the influence of transactional leadership on organizational commitment of the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.5. To find out and analyze the significance of the effect of organizational commitment on readiness to change the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.THEORETICAL BASIS LeadershipAccording to Robbins and Judge (2013), leadership is the ability to influence a group to achieve a predetermined vision or goal.

According to Locke (1997) leadership is a process of getting other people to behave in order to achieve common goals. Lomanjaya (2014) leadership is a pattern of behavior, both the words and actions of a leader that are felt by others. Leadership style is the art of communicating a clear vision and empowering employees towards organizational goals (Maamari and Saheb 2018: 633). Leadership style has been described in several ways by researchers. The concept of leadership style should be considered as a relatively consistent pattern of behavior that characterizes a leader (Dubrin, 2005). The implementation of the type of leadership in organizations depends on the situation, Bass (1998) stated that transactional leadership is quite effective when the leader finds a stable and predictable environment, while transformational leadership appears in the organization and becomes effective if it is in an unstable, uncertain condition. and an environment of many events, many changes rapidly and there is no foresight. According to Bass (Yukl, 2013), it explains that transformational leadership is a condition in which the followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what they initially expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to place more importance on the organization or team than their own interests, and activating their higher needs. According to Burns in Odumeru and Ifeanyi (2013), they describe transactional leaders as a relationship between leaders and subordinates based on a series of bargaining activities between the410IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijset.com two.

Transactional leadership is also known as managerial leadership which focuses on the role of supervision, organization, and group performance where the leader encourages the compliance of followers through two factors, namely reward and punishment. Leaders with a transactional style are very suitable during critical times and emergencies, leaders pay attention to their followers by finding mistakes and irregularities. Organizational Commitment Kreitner and Kinichi (2010: 203) explain that commitment to the organization reflects the extent to which an individual identifies himself as part of the organization and is committed to its goals. Commitment to the organization is an important work attitude because individuals who have high commitment will show a desire to work harder to achieve organizational goals and also a greater desire to stay and work in the corporation. Allen and Meyer (1990) explain organizational commitment in three indicators, namely: 1. Affective commitment, relating to the desire to be tied to the organization. Individuals settle into organizations out of a desire for their own beliefs in their values.

The key to this commitment is want to, meaning that employees who have a strong affective commitment will continue to work in the organization because they really want to (want to) do it. 2. Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed based on profit and loss, considering what must be sacrificed if you stay in an organization. The key to this commitment is the need to survive. Employees who work primarily on this continual commitment stay in the organization because they need to do so in the absence of other options. 3. Normative commitment is a commitment based on existing norms within employees, containing individual beliefs about responsibility for the organization. He felt he had to endure because of loyalty.

The key to this commitment is the obligation to stay in the organization. A commitment to sticking with the organization for moral or ethical reasons. In other words, normative commitment is related to the feeling of being obliged to continue working in the organization. Readiness to Change Holt et al (2007) define individual

readiness to change as a comprehensive attitude that is simultaneously influenced by content (what changes), processes (how change is implemented), context (the environment in which change occurs), and individuals (individual characteristics that are asked to change). According to Hanpachern (1998), indicators of readiness to face change are: 1.

Promoting change, is about individuals promoting and wanting and advancing programs of change that occur. 2. Participating in change, is the involvement of organizational members in implementing the change process. 3. Resisting change is the negative attitude of the individual to change. This can be demonstrated with reluctance and shows resistance to change. Meanwhile, Holt et al (2007) stated that there are four indicators of employee readiness to change, namely as follows: 1. Appropriateness (Appropriateness for making changes), this indicator describes the aspects of an individual's belief that the proposed changes will be right for the organization and the organization will benefit from implementing the changes. 2.

Change specification efficiency (confidence in one's ability to change), this indicator explains aspects of an individual's belief about his ability to implement the desired change, where he feels he has the skills and is able to perform tasks related to change. 3. Management support, this indicator describes aspects of an individual's belief or perception that the leaders or management will support and commit to the proposed changes. In other words, 4. IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijset.com employees feel that the leaders and managers in the organization are committed and support the implementation of the proposed changes. 4.

Personal benefits, this indicator describes the aspects of confidence regarding the benefits that are felt personally that will be obtained if the change is implemented. In other words, the employee feels that he will benefit from implementing the proposed changes. Conceptual Framework Change can be successful not only by focusing on employees as objects of change but also on the occurrence of effective relationships between superiors and subordinates. The style of the leader in moving employees in the change process will have an impact on readiness to change (Paren, 2010). Therefore, the leadership style has an important role in the readiness to change in an organization.

Holt et al (2007) argued that employee readiness to change is determined by management support. In this case, there has been an effort from the leadership to approach their subordinates, which indicates that there is bargaining between the leader and his subordinates. This approach is commonly known as transactional leadership. Leaders with transformational and transactional styles empower their employees to achieve organizational goals and employee self-development (Yulk, 2006). This shows that leaders who are able to apply transformational leadership values will have high organizational commitment. Another factor that underlies the successful readiness to change is organizational commitment (Maheswari and Vohra, 2015).

Organizational commitment is a psychological construct that looks at the characteristics of the relationship between organizational members and the organization and has implications for individual satisfaction to continue their membership in the organization (Allen and Meyer, 1991). Employees who have organizational commitment will be more able to stay in the organization than employees who do not have organizational commitment. Transformational Leadership H1 H3 Organizational Commitment H4

H5 Transactional Leadership Readiness to Change H2 Hypothesis Figure 1. Research Conceptual Framework Based on the formulation of the research problem as has been explained above, the hypothesis is: 1. It is suspected that transformational leadership has a positive and significant effect on the readiness to change for the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province. 2.

It is suspected that transactional leadership has a positive and significant effect on readiness to change in the Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province. 3. It is suspected that transformational leadership has a positive and significant effect on the organizational commitment of the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province. 4. IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijset.com. It is suspected that transactional leadership has a positive and significant effect on the organizational commitment of the employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province. 5.

Presumed Organizational commitment has a positive and significant effect on the readiness to change employees of Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province. **METHODS** This type of research is quantitative research. Judging from the research objectives are causal which aims to test the cause and effect relationship between the variables to be studied. This research method also aims to provide a description/description in its description of producing phenomena based on relationship models derived from theoretical models. To find out the relationship between some independent variables and the dependent variable, after testing the hypothesis then it is followed by testing the relationship model (Sugiyono, 2013). The sample in this study were all employees who actively work at the Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province 247 people. The data collection tool used in this study was a questionnaire.

This questionnaire was given to respondents, in this case, employees at Mutiara Sukma psychiatric hospital. The transformational and transactional leadership questionnaire is sourced from Bass and Avolio (1990). The number of items of transformational leadership is 9 items and transactional leadership is 8 items. Meanwhile, organizational commitment comes from Allen and Meyer (1990) with a total of 9 indicators. The readiness to change comes from Hanpachern (1998), with a total of 10 indicators. Data analysis using Partial Least Squares (PLS) analysis. PLS analysis is used following the problems studied, the condition for the number of samples that is not large and does not require normality, and other requirements that are strict by a variety of parametric statistical approaches. Table 1.

Wasted Variable Items Variable Item Transformational Leadership Readiness
to Change Organizational Commitment X1.1 0.005 X1.10 0.477 X1.11 0.429 X1.2 0.363 X1.5 0.401 Y1.6 0.384 Y1.7
0.334 Z1.1 0.398 Z1.2 0.435 Z1.3 0.406

Based on the picture above, it can be seen that several variable items have a loading factor value below 0.50 of the transformational leadership variable in item X1.1; X1.2; X1.5; X1.10; X1.11. Then, on the Readiness variable to change on item Y1.6; and Y1.7, lastly on the Organizational Commitment variable, namely item Z1.1; Z1.2; and Z1.3. **RESULT** To determine the significance level of the path coefficient, the t-value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At the 0.05

significance level, the hypothesis will be supported if the t-value exceeds the 4131 JISET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijiset.com critical value, which is 2.00856. The results of the significance level test can be seen in table 1. summarizing the results of hypothesis testing with the PLS approach. Score The path coefficient is obtained from the SmartPLS output which can be seen below. Table 1. Model Structural Influence Between Variables Coefficient TP Information Transformational Leadership -> Readiness Statistics value to Change 0.417 9,664 0,000 Significant Transformational Leadership -> Organizational Commitment 0.435 7,002 0,000 Significant Transactional Leadership -> Readiness to Change 0.157 2,808 0.003 Significant Transactional Leadership -> Organizational Commitment 0.358 5,696 0,000 Significant Organizational Commitment -> Readiness to Change 0.380 8,521 0,000 Significant Transformational leadership has a positive and significant effect on readiness to change with a coefficient value of 0.417 with a p-value of 0.000, so it can be stated that the first hypothesis is accepted.

Transactional leadership has a positive and significant effect on readiness to change with a coefficient value of 0.157 with a p-value of 0.003, so it can be stated that the second hypothesis can be accepted.

Transformational leadership has a positive and significant effect on organizational commitment with a coefficient value of 0.435 with a p-value of 0.000 which means significant, so it can be stated that the third hypothesis is accepted. Transactional leadership has a positive and significant effect on organizational commitment with a coefficient value is 0.358 with a p-value of 0.000, so it can be stated that the fourth hypothesis can be accepted. Organizational commitment has a positive and significant effect on readiness to change with a coefficient value of 0.380 with a p-value of 0.000, so it can be stated that the fifth hypothesis can be accepted. **DISCUSSION** The Influence of Transformational Leadership on Readiness to Change Transformational leadership significant effect on readiness to change at the Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.

The better the implementation of the transformational leadership style, the higher the readiness to change by employees, on the contrary, the lower the implementation of transformational leadership styles, the lower the

readiness to change in employees will also be followed. Transformational leadership is a condition that can make employees feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected (Yukl, 2009). Leaders who use a transformational leadership style tend to increase the motivation and performance of their followers by making them more aware of the importance of tasks in the organization, being a positive example for employees, and paying attention to the higher needs of their followers. Transformational leadership can influence employee reactions to change, provide opportunities to continue to innovate, provide freedom, satisfaction, and provide feedback so that employees know where mistakes are located and fix them as soon as possible. Kreitner and Kinicki (2010) state that transformational leaders will be able to provide significant organizational change results through leader behavior.

Transformational leadership implemented at Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province can encourage 414. IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72 www.ijset.com increased leadership effectiveness in motivating subordinates to be more active in carrying out their work and play a role in increasing readiness to change. This study supports previous research, namely the results of research from research results Sari (2017), Kartika (2016), Laensadi (2015) that leaders with transformational leadership styles are believed to be able to lead employees towards major changes in organizations globally. The Influence of Transactional Leadership on Readiness to Change The results showed Transactional leadership has a positive and significant effect on readiness to change.

The better the implementation of the transactional leadership style, the higher the employee's readiness to change will be followed. Holt et al (2007) argued that employee readiness to change is determined by management support, in this case, the leadership that supports the proposed changes. In this case, there has been an effort from the leadership to approach their subordinates, which indicates that there is bargaining between the leader and his subordinates. This approach is usually known as transactional leadership. The results of this study are in line with the results of previous studies conducted by Coultas (2012); Handoyo (2010); and research conducted by Brummelhuis (2012), which found that there is a significant relationship between transactional leadership styles where leaders provide rewards and rewards in each of their subordinates' work as a form of service to subordinates so that subordinates have the readiness to change. The Influence of Transformational leadership on Organizational Commitment The results showed transformational leadership's positive and significant effect on organizational commitment.

The better the implementation of a transformational leadership style is followed by an increase in organizational commitment. A transformational leader empowers his employees to achieve organizational goals and employee self-development (Yulk, 2006). This shows that leaders who can apply transformational leadership values will have high organizational commitment. This study is consistent with the research of Su-Yung Fu (2000) and Thomas Stefanus Kaihatu and Wahju Astjarjo Rini (2007) which show that the level of commitment that employees have to the organization is influenced by their perceptions of transformational leadership styles. The higher the transformational leadership. The Influence of Leadership Transactional on Organizational Commitment Transactional leadership positive and significant effect on organizational commitment.

This means that the better the application of transactional leadership will be followed by a higher organizational commitment to employees. Transactional leaders are considered 'instrumental' and often focus on the transactional relationship with their subordinates (Bass & Avolio, 1993). So, it can be said to be effective and satisfy the expectations of both superiors and subordinates in the short term. Leaders who use clear roles and job requirements as criteria and also provide contingent rewards that match employee expectations can affect the level of employee commitment to their organization.

Yukl (1994) states that effective leaders influence followers to have greater optimism, self-confidence, and commitment to the goals and mission of the organization. The results of this study are following research conducted by Prasteyo (2008) which states that transactional leadership has a positive relationship to organizational commitment. The results of this study are also in line with the research results of Siswatiningsih (2020); Mahesa and Frieda (2016); Gumelar and Nurohmi (2017) that There is a significant influence between transactional leadership style and organizational commitment. 415. IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020 ISSN (Online) 2348 – 7968 | Impact

Factor (2020) – 6.72www.ijiset.comThe Influence of Commitment Organizational on Readiness to ChangeOrganizational Commitment has a positive and significant effect on Readiness to Change.This means that the organizational commitment of employees is high, which can increase readiness to change from employees to work.

Zulkarnain and Hadiyani (2014) employees who are committed to the organization are willing to work hard in making organizational change efforts because they want to stay in the organization. Employees with a high level of organizational commitment are more willing to put in effort in implementing organizational change and are more willing to develop positive attitudes towards organizational change.The results of this study are following the research of Holt (2002) which states that the higher an individual's readiness to change, the lower the resistance to change as indicated by increased supportive behavior. The positive influence between commitment to the organization on the implementation of change.

The results of this study are also in line with the results of research by Fedor (2006), in which it was found that commitment to the organization has a positive effect on the implementation of change. Several reasons that can explain this include the stronger a person's commitment to the organization, the stronger his attachment and responsibility to the organization so that his perception of change will be more positive which ultimately affects the implementation of these changes.CONCLUSIONFrom the results of the research and discussion above, the conclusions that can be drawn are:1. Transformational leadership has a positive and significant effect on readiness to change. The better the implementation of the transformational leadership style, the higher the employee's readiness to change.2. Transactional leadership has a positive and significant effect on readiness to change.

The better the implementation of the transactional leadership style, the higher the employee's readiness to change.3. Transformational leadership has a positive and significant effect on organizational commitment.The better the implementation of the transformational leadership style that is applied, followed by an increase in organizational commitment.4. Transactional leadership has a positive and significant effect on organizational commitment. The better the application of transactional leadership, the higher the organizational commitment to employees.5. Organizational commitment has a positive and significant effect on readiness to change at the Mutiara Sukma psychiatric hospital, West Nusa Tenggara Province.

This means that the higher the organizational commitment of employees can increase the readiness to change of employees at work.LIMITATIONS AND FUTURE RESEARCH DIRECTIONS1. Research respondents were limited to a sample of employees/employees at the Mutiara Sukma psychiatric hospital. This research is likely to show different results if applied to non- professional/public organizations.2. This research does not use moderating variables, therefore of course many other factors can moderate the influence of transformational and transactional leadership on organizational commitment and readiness to change.3. The leadership style approach studied as a predictor variable in this study is limited to transformational and transactional leadership styles, so the findings obtained are likely to be different when applied to other leadership styles.4.

This research can be developed by adding open-ended questions for each question item in the questionnaire. It aims to obtain more information that will enrich research data on416IJSET - International Journal of Innovative Science, Engineering & Technology, Vol. 7 Issue 12, December 2020ISSN (Online) 2348 – 7968 | Impact Factor (2020) – 6.72www.ijiset.comtransformational leadership, transactional leadership, organizational commitment, and readiness to change.REFERENCESAbdillah and Jogiyanto, (2015), Partial Least Square-Alternative Structural Equation Modeling / SEM in Business Research. Yogyakarta: Andi Offset.Allen, N. J., & Meyer, J. P., (1990), The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization. *Journal of Occupational Psychology*, 63, 1-18.Ardana, K. I., et al., (2012), *Human Resource Management*. First Edition.

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