

# Leaders' Change Promoting Behaviors, Leader Charisma, And Commitment to Change as the Antecedent of Employee Performance

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## ABSTRACT

The existence of a strategic change in a company or agency is not always acceptable to all employees, no matter how important the goals of the change are. Performance improvement is an indicator of change that is acceptable to companies and related agencies. Improving employee performance is one way for employees to succeed in realizing the vision and mission of the organization when a company or agency strategy changes. Although many factors will affect employee performance during change, it is necessary to foster employee readiness from the start from the leadership and company agencies in conveying the goals of change. Because leadership has been recognized as critical to the success of change because it can develop a strategy, vision, and culture of change and inspire employees to participate in change. For this reason, leaders change promoting behaviors who are connected through charismatics and commitment to change as variables that affect employee performance are important to examine in this study. This study uses a quantitative approach using a questionnaire and the Partial Least Square (PLS) method which is part of SEM. Respondents of this study were 42 civil servants of the Public Relations and Protocol Bureau of the Regional Secretariat of East Java Province.

**Keywords:** Leader's Change Promoting Behaviors, Leader Charisma, Commitment to Change, Employee Performance, Climate Change, Quality Jobs

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## INTRODUCTION

The era of sustainable development forces every individual to be more innovative, grow, and transformative, including government agencies, especially those within the Provincial Government Office of East Java. The manual work system implemented by the East Java Provincial Government Office is known to be inefficient and inefficient because it does not support the rapid and instant development of the times and still cannot be accessed anytime and anywhere. The Indonesian government needs to rethink the Canadian government system, which was the first country to successfully implement the concept of e-government by establishing an information and communication technology-based government that connects all citizens.

To succeed in implementing the e-Government work system, the government established East Java Regional Regulation (Perda) number 11 of 2016 and East Java Governor Regulation (Pergub) number 58 of 2016 replacing East Java Regional Regulation number 7 of 2010. Based on the amendments stipulated by the Perda, the organizational structure of the Public Relations and Protocol Bureau of the Regional Secretariat (Setda) of East Java Province has changed the form of the addition of a cooperation administration division, an administrative division for foreign cooperation, an administrative division for domestic cooperation, monitoring, and evaluation division for cooperation.

In an increasingly diversified and rapidly growing business environment, organizational leaders face major challenges in gaining or maintaining employee trust in the organization. Because employees' attitudes and efforts play a major role in achieving the desired goals of the desired change initiative (W. Luo *et al.*, 2016). A leader should not only be a character, a decision-maker, a

handler, and a disturbed spokesperson, but also a supporter of the "chief engagement officer" and an effective communicator (Smythe, 2019). The implementation of changes in local regulations and governor's regulations requires careful planning in all aspects, especially Leaders Change Promoting Behaviors to promote and succeed in achieving the goals of these changes. Leaders who promote change are essential drivers for transformation, and they will be responsible for communicating the importance of change to employees, modeling desired thought patterns and behaviors, as well as openly engaging others and personally engaging (Men *et al.*, 2020). According to Men *et al.*, leadership has been suggested as an important determinant of successful change because it can develop a strategy, vision, and culture for change, and can motivate employees to change related to their involvement in their place of work. So, this can make employees know and understand the importance of change initiatives if it is communicated and strengthened by leader behavior that promotes change.

This behavior does not have a direct impact on the performance of employees or employees (PNS) if it is not linked through the charismatic leader and employee commitment to change (Nohe *et al.*, 2013). Leaders who promote change are essential for building charismatic perceptions among civil servants. Nadler & Tushman (as cited by Men *et al.*, 2020) has developed a framework of charismatic leader behavior, imagining (for example, creating a picture of the future), energizing (for example, showing joy and personal energy), and enabling (for example, expressing empathy and belief in followers). Charismatic leadership is known to be closely related to turbulence and change. As Conger points out (Nohe & Michaelis, 2016), "times of stress and upheaval are most conducive to charismatic leadership." The change will be

an important aspect because, during the transformation phase of change, the behavior of civil servants is strongly influenced by the charismatic personality of their leaders who provide support and allow civil servants to change their basic values, beliefs, and work attitudes.

Followers who have a charismatic relationship with the leader will be willing to put collective interests (team or organization) above their personal interests, as well as be willing to show a strong emotional attachment to the leader, as well as internalize the values and goals of the leader, and show personal commitment to values and goals. Personal commitment to values and goals is defined as an employee commitment that is formed during a transition period, also known as a commitment to change. W. Luo *et al.* proposes the concept by defining it as a force that restricts a person from taking the necessary actions to successfully implement a change plan. Commitment to change is usually also described by the level of employee engagement with the implementation of dynamic organizational processes, such as policies, new work rules, programs, budgets, and technology (Thien & Adams, 2019). Meyer *et al.* (2002) distinguish three types of commitment to change, namely, affective, normative, and continuity.

The commitment of employees to change is largely influenced by mutual trust, especially trust in the leader. Charismatic leaders can take action to confidently drive change and motivate employees, as long as the proposed changes will not interfere with employees' jobs but can improve performance during the transition. Performance is a stage of achievement in completing certain work carried out by individuals in the organization (Eliyana *et al.*, 2019). The performance will be able to explain the related work as well as what to do and how to do it. Job performance also refers to a person's ability to carry out activities that contribute to the core development of the organization they work for. Emergencies such as organizational change are essential to building a trusting relationship between civil servants and institutions. What affects this relationship is not only the outcome of the change but also the intention of the bureau chief to drive change.

The behavior of the head of the bureau in promoting changes to the East Java Regional Regulation no. 11 of 2016 & Pergub Jatim number 58 of 2016 which replaced the East Java Regional Regulation no. 7 of 2010 can strengthen the readiness of civil servants to go through times of change. This is because leaders emphasize that employees not only need to adapt to change but also need to learn new things from these changes. A civil servant will be motivated to improve positive performance during a period of change because they believe in the head of the bureau who promotes the change in the Perda, that the change will have a positive impact on the agencies of the whole society. To make civil servants more committed wholeheartedly to undergo and implement changes to the East Java Regional Regulation no. 11 of 2016 & Pergub Jatim no. 58 of 2016 which replaced the East Java regional regulation no. 7 of 2010 to succeed in changing the e-Government work system.

## LITERATURE REVIEW

### Theoretical Basis

#### Leader's Change Promoting Behaviors

Organizational development is a process of systematically changing organizational culture through science, the use of

behavior and technology, research, and theory. According to Robbins (2006), change is changing something into a different process. Meanwhile, planned organizational change is an organized development and also a targeted achievement. The planned organizational changes will aim to improve the organization's ability to adapt to environmental changes and improve employee behavior. Leaders in terms of organizational change become more memorable when dramatic social or organizational changes can be turned into responsibilities that can be resolved (Rast *et al.*, 2016). Because effective leadership will require leaders who function as drivers of change and pillars of stability for the organization. According to Men *et al.* (2020), leadership has been suggested as an important determinant of successful change because it can develop a strategy, vision, and culture for change, and can motivate employees to change related to their involvement in their place of work. So, this can make employees know and understand the importance of change initiatives if it is communicated and strengthened by the leader's change promoting behavior or leader behavior that promotes change. Leaders who promote change are essential drivers for transformation, and they will be responsible for communicating the importance of change to employees, modeling desired thought patterns and behaviors, as well as and also openly involve oneself and others

#### Leader Charisma

Charisma is a general term to describe someone who encourages change. Charisma is a leader based on symbolism, values, and full of emotions, which occurs through verbal and nonverbal communication (Antonakis *et al.*, 2016). Recently, in the theoretical development of the theory of charismatic leadership, it has been argued that vision implies change, and they would suggest pursuing a future that is different from today's (Rast *et al.*, 2016). Therefore, for a charismatic effect to occur the leader is expected to communicate attractive signals to organizational members. Nadler & Tushman (as cited by Men *et al.*, 2020) has developed a framework of charismatic leader behavior, imagining (for example, creating a picture of the future), energizing (for example, showing joy and personal energy), and enabling (for example, expressing empathy and belief in followers). Charismatic leadership is known to be closely related to turbulence and change. As Conger points out (Nohe & Michaelis, 2016), "times of stress and upheaval are most conducive to charismatic leadership." That's because charismatic leaders have a much easier time promoting their vision, for periods of stressful change that can increase people's interest in providing convincing solutions and a leader's desire for prospects, and when the status quo seems ineffective anymore (Nohe & Michaelis, 2016). In addition, charismatic leaders will show confidence and passion for their vision through good and appropriate emotional displays.

#### Commitment to Change

A growing number of researchers agree that employee attitudes and efforts play a major role in achieving the expected goals of a particular change plan. Organizations need employees with a high level of organizational commitment so that the organization can continue to survive and improve the services and products it produces (Setiawan *et al.*, 2019). Employees with higher organizational commitment are employees who are more stable and productive so that in the end they also bring more profit to the organization. According to a literature

review by Choi (2011), researchers attach importance to employee commitment to change. W. Luo *et al.* proposes the concept of this commitment by defining it as a force (concept) that restricts a person from taking the necessary actions to successfully implement a change plan. Commitment to change is also represented by the level of employee engagement with the implementation of dynamic organizational processes, such as policies, new work rules, programs, budgets, and technology. Herscovitch & Meyer (2002) distinguishes three types of commitment to change, namely, affective, normative, and continuity. Affective commitment refers to the commitment which leads to employees' intention to support change based on the underlying benefits (Machokoto, 2019) and based on the belief in inherent benefits or positive effects (Thien & Adams, 2019), then normative commitment is referring to aspects that support change based on feelings of duty and obligation, and ongoing commitment is defined as aspects that support change based on the feeling that there is no other choice but to support it (Machokoto, 2019).

#### **Employee Performance**

Performance is a stage of achievement in completing certain work carried out by individuals in the organization (Eliyana *et al.*, 2019). The performance will be able to explain the related work as well as what to do and how to do it. Job performance also refers to a person's ability to carry out activities that contribute to the core development of the organization they work for. Basically, employee performance will lead to the level of achievement of the tasks that make up the work of an employee (Banin *et al.*, 2020). Employee performance is one of the factors that can significantly affect the profitability of an organization which is characterized by the work results with the best work quality. Evaluation of performance is known to be carried out by providing feedback to an employee so that they can motivate themselves to improve that performance (Priyono *et al.*, 2018). There are three stages of performance evaluation, namely, determining a clear position for each employee with the achievement of standards, evaluating work results by comparing the final achievement with standards, and providing feedback to employees about improving work effectiveness (Priyono *et al.*, 2018). That way, employee performance can be called an aspect which is a factor that can significantly affect the profitability of the organization, because employee performance is the result of an employee's work during a certain period compared to various possibilities such as targets, standards, or criteria that are determined and mutually agreed by the organization.

#### **Hypothesis Development**

##### **Leader's Change Promoting Behavior and Leader Charisma**

Organizational change is defined as a process in which organizations will move from their present state to some desired future state to drive the achievement of one or more organizational goals that have been set (Agote *et al.*, 2016). Types range from organizational change results such as downsizing, reengineering, mergers, and acquisitions, to changes in leadership and corporate culture (Luo & Jiang, 2014). The impact of change will refer to the extent to which changes impact or disrupt a person's work routine due to, for example, increased adaptation demands or workload (Nohe & Michaelis, 2016). Communication and change management scholars agree that employee trust is fundamental to the success of the

change process (Yue, Men, & Ferguson, 2019). Because without employee behavior, it will be more difficult to get everyone to work toward a common goal or to generate the support needed for a change initiative (Men *et al.*, 2020). So that the role of a leader who shows behavior to promote certain changes is very much needed to be able to promote and support change effectively. According to Nohe & Michaelis (2016), the leader's charisma is most appropriate for interacting with the impact of change. SIP theory proposes that the social environment will provide information cues that then shape individual perceptions, attitudes, and behaviors. So that leadership can be a source of important information that helps employees interpret events and construct meaning when changes occur. The role of the leader who shows the behavior to promote certain changes will refer to the leadership charisma. Because charismatic leaders are known to convey social information well that can help employees build subjective perspectives and meaning during organizational change, the behavior of charismatic leaders also tends to greatly influence employee confidence in the leader (Nohe & Michaelis, 2016). Therefore, it is expected that an individual-level leader's charisma has the greatest impact on individual-level trust in the leader when a change has so many impacts. So that employees will depend more on the leader to construct meaning and navigate the changes needed. This is also supported by the statement of Michel *et al.* (2011) that there is a strong relationship between leadership that focuses on change and charismatic leadership. Thus, this study hypothesizes that:

##### **H1: Leader's Change Promoting Behavior has a positive effect on Leader Charisma**

##### **Leader Charisma and Commitment to Change**

More and more researchers have agreed that employee attitudes and efforts play a central role in achieving the desired goals of a particular change initiative (W. Luo *et al.*, 2016). According to Choi's (2011) literature review, employee commitment to change received the most attention from researchers. Charisma is a general term to describe someone who encourages change. Employees who are highly identified or centrally positioned will prefer leaders who promote change as the main characteristic of charismatic leaders when uncertainty is high, but not when uncertainty is low (Rast *et al.*, 2016). Leadership in charismatic leaders during change will create employee organizational confidence and employee change results such as openness to change and behavioral support for change (Men *et al.*, 2020). One of the commitments to change can represent a potential emotional expression of change and is influenced by the emotional experience of the employee (W. Luo *et al.*, 2016). Typically, employees' emotional feelings can arise from their interpretation of the situation, intentional or unconscious. Thus, it is expected that communication from charismatic leaders can stimulate the cognitive assessment process of employees concerning certain attributes (such as difficulty, novelty, valence, and expectations) of these changes. So that it will lead to a commitment to change which is also a potentially important factor in employees' willingness to facilitate organizational change initiatives (Bakari *et al.*, 2019). The relationship between employees and leaders can facilitate the implementation of change, depending on whether the employee considers the relationship to be useful in dealing with the uncertainty and complexity that accompanies change (Erkutlu & Chafra, 2016b). The perception of charisma can also lead to a shift in employee focus from

personal interests to collective interests (Van Knippenberg, 2004) which results in employees being more willing to contribute to organizational benefits and commit to the proposed changes. Thus, this study hypothesizes that:

**H2: Leader Charisma has a positive effect on Commitment to Change**

#### **Commitment to Change and Employee Performance**

The current operating business environment is characterized by a change that often occurs in almost every aspect that makes companies must understand the requirements to adapt to new environmental changes to achieve and maintain better performance (del Mar Alonso-Almeida *et al.*, 2017). Through social exchange theory when individuals engage in beneficial relationships, they become bound to return the favor to the exchanging partner. In other words, when employees perceive a human resource practice as a sign of appreciation, they reciprocate through preferred attitudes such as increased commitment (Akbar *et al.*, 2018). Employees will commit to making changes because they know the company where they work needs this. Likewise, will refer to the results of their performance effectively. This is very necessary because performance evaluation is carried out by providing feedback to an employee to improve further performance (Priyono *et al.*, 2018). That way, employees will find their relationship with the organization supportive and meaningful. Employee commitment to change is a must-have strategy for businesses that are determined to become global leaders (Salisu, 2019), and the commitment of these employees will contribute to increasing the company's internal integration which will directly or indirectly improve performance (Alfalla-Luque *et al.*, 2015). Nafei, (2018) reports that employees with high commitment are more willing to put more effort into company change projects. Then Chen, *et al.* (2012) emphasized that employee commitment to change is positively related to performance changes. Similarly, Kohtamäki *et al.* (2012) also emphasized that employee commitment to the implementation of new strategies positively improves the performance of business firms. So that it can be stated that employees' commitment to change affects satisfaction and welfare which in turn affects profits and organizational growth (Erkutlu and Chafra, 2016). Thus, this study hypothesizes that:

**H3: Commitment to Change has a positive effect on Employee Performance**

#### **Leader's Change Promoting Behavior and Commitment to Change**

Research has proven that acceptance and support from employees for a change is necessary for successful implementation, and for seeing employees' commitment to change (Guerrero *et al.*, 2018). According to Ahmad & Cheng, (2018) that leaders can play an important role in bringing about successful change, and employees' positive attitudes towards change are also very important for successful organizational change. So, leaders have a role to show behavior to promote change or lead to goals for change, while employees become an important aspect to be able to help bring about these changes. Thien & Adams (2019) states that leadership emphasizes the role of the leader to control, direct, and monitor the work processes of employees and thus is associated with the commitment of these employees. Leadership support can drive a collective organizational vision and stimulate employee commitment to change (Devos *et al.*, 2014; Tian *et al.*, 2016; Veeriah *et al.*, 2017). Leadership support from the

leader will include several important leadership practices such as developing a shared vision and goals, which refers to starting employees to commit to these changes. Leaders with behavior promoting change will be more effective if there is a match between the ideal change leader scheme and the actual leader behavior (Magsaysay and Hechanova, 2017). So that it can make employees judge that leadership to be effective during organizational change and employees will be sure to commit to change if they are led by a leadership team that is centered on group cohesion orientation, goals, and clear roles (Thien & Adams, 2019). Thus, this study hypothesizes that:

**H4: Leader's Change Promoting Behavior has a positive effect on Commitment to Change**

#### **Leader's Change Promoting Behavior and Employee Performance**

Organizational change will focus on how the organization initiates, implements, and stops a change from time to time, and is also related to the process of accepting changes in response to organizational change, including antecedents and consequences related to (Men *et al.*, 2020). As Schneider, Brief, and Guzzo briefly put it, if people don't change, there is no organizational change. So, it takes the role of a leader with the behavior of promoting change by having an openness to change as a positive influence on employees. With this influence, it is hoped that employees will know about the consequences of change and a willingness to support the needed organizational changes and thereby improve their performance which can trigger the change process for the better. Change-oriented leadership behavior will include monitoring and interpretation of the environment, as well as encouraging and finding innovative ways to adapt to the environment (Bergin, 2018). It also includes explaining the need for change, envisioning exciting new possibilities for the organization, implementing major changes in strategy, experimenting with new approaches to achieve goals, and announcing and celebrating the implementation of changes (Bergin, 2018). Besides, according to this study, change-oriented leadership will have a direct impact on performance. Employees who already know the reasons behind the importance of a change will perceive and interpret the change process to greatly determine their emotions as reflected in work performance. Asrar-ul-Haq & Kuchinke, (2016) proves that when employees put in more effort and work more than necessary, it adds to their productivity which is a source for better performance. Thus, this study hypothesizes that:

**H5: Leader's Change Promoting Behavior has a positive effect on Employee Performance**

## **RESEARCH METHODS**

### **Research Approach**

This research is known to use a quantitative research approach. The purpose of quantitative research itself is to develop and use systematic theoretical models and related hypotheses. The technique of collecting data in this study uses survey techniques because it can expose data from the object of research, interpret and analyze it systematically. The independent variable in this study is leaders change promoting behavior, while the dependent variable in this study is employee performance (Y3), leader charisma (Y1), follower's commitment to change (Y2).



**Measurement**

**Leader's Change Promoting Behaviors**

A leader's change promoting behaviors is the ability to communicate interpersonal relationships to achieve the goal of achieving the development of a vision in the organization that can be done by a bureau chief. Through the head of the bureau, it can provide an understanding to the civil servants of the public relations bureau and the protocol of the East Java Provincial Secretariat that the changes implemented do not hinder their work. So that the civil servants of the public relations bureau and the protocol of the East Java Provincial Secretariat will understand the importance of these changes for their better achievement. The indicator used to measure this variable refers to the theory of Herold *et al.*, (2008).

**Leader Charisma**

Charismatic leaders (Leader Charisma) are actions of the head of the Public Relations and Protocol Bureau of the East Java Provincial Secretariat to formulate and articulate their mission in an inspirational and respectful manner. This ability can be demonstrated in the self-confidence of the head of the public relations bureau and protocols of the East Java Provincial Secretariat such as eye contact, proficiency, energy, facial expressions, gestures, fluency, and variations in tone of voice that foster pride during leading the civil servants of the provincial secretariat of public relations and protocols. East Java. The indicator used to measure this variable refers to the theory of Antonakis *et al.*, (2011).

**Commitment to Change**

Commitment to change is a mindset that binds civil servants from the public relations bureau and the East Java Provincial Secretariat protocol to an action that is deemed necessary for the successful implementation of change initiatives which is important for the organization. The mindset consists of an affective commitment to change, a normative commitment to change, and a continuous commitment to change. Affective commitment to change is defined as a desire to provide support for change based on the belief in benefits, whereas normative commitment to change is a sense of obligation to provide support for change, while continuous commitment to change can be interpreted as recognition of the risk of failure to support change. The indicators used to measure this variable use

indicators from Herscovitch and Meyer's (2002) which refer to the theory of Parish *et al.*, (2008).

**Employee Performance**

Employee performance is the result obtained from the function of work performed as behavior and is the work of civil servant members of the Public Relations Bureau and Protocols of the East Java Provincial Secretariat. The conceptualization of employee performance is known as the relevance of work results and behavior related to the task, such as the quality of work results or the quality of work performed. Employee performance is measured in terms of task performance and contextual performance. The indicator used to measure this variable refers to the theory of Van Scotter *et al.*, (2000).

**Data and Sample Collection Techniques**

Collecting data needed in this study was carried out using preliminary survey data collection methods, library research, and field research. In this study, the population used was all civil servants of the Public Relations and Protocol Bureau of the Regional Secretariat of East Java Province as many as 42 people from the information collection & filtering section, the protocol section, the media & documentation section, and the cooperation administration section. After conducting the survey, the researcher will determine the sampling technique using the census method so that the entire population is sampled without exception. All 42 civil servants of the public relations and protocol bureau of the East Java provincial secretariat from the information collection & filtering section, the protocol section, the media & documentation section, and the cooperation administration section.

**Data Analysis Technique**

The statistical analysis technique used in this research is Partial Least Square (PLS). The analysis technique is an activity after data from all respondents or other data sources that have been collected, and the data will be simplified into a form that is easier to read and interpret.

**Data Analysis**

In the use of data analysis techniques using SmartPLS, it is known that the outer model and inner model must be passed. To assess the Outer Model, namely Convergent Validity, Construct Validity, Discriminant Validity, and Composite Reliability. Meanwhile, the inner model test or structural model is carried out to see the coefficient of determination, predictive relevance, goodness of fit, estimated path coefficient, and parameter coefficient.

**Table 1.** Respondent Profile

Information	Total	Percentage
<b>Number of Samples</b>	42	100%
<b>Position</b>		
Information gathering & filtering	10	24%
Media & documentation	10	24%
Protocol section	9	21%
Cooperation administration	13	31%
<b>Years of Employment</b>		
3-5 yrs	11	26%
5-10 yrs	21	50%
>10 yrs	10	24%
<b>Gender:</b>		
Male	22	52%

Female	20	48%
<b>Last Education:</b>		
Senior High School	19	45%
Bachelor	17	41%
Master's degree	6	14%
<b>Age:</b>		
25-40 y/o	19	45%
>40y/o	23	55%
<b>Salary Per Month</b>		
<3,5 million rupiah	17	41%
3,5 million - 6,5 million rupiah	22	52%
>6,5 million rupiah	3	7%

Note: Six demographic variables are coded in the data as Position, Years of Employment, Gender, Last Education, Age, and Monthly Salary.

**Table 2.** Convergent and Discriminant Validity

Variables	Code	Factor Loading			$\alpha$	CR	(AVE)				
<i>Leader's Change Promoting Behavior</i>	LCPB 1	0.932695			0.948033	0.957608	0.764231				
	LCPB 2	0.891808									
	LCPB 3	0.805584									
	LCPB 4	0.931084									
	LCPB 5	0.925409									
	LCPB 6	0.786020									
	LCPB 7	0.833237									
<i>Leader Charisma</i>	KP1		0.915014		0.929999	0.955180	0.876658				
	KP2		0.965335								
	KP3		0.927820								
<i>Commitment to Change</i>	KA1			0.984157	0.957997	0.964257	0.696325				
	KA2			0.975014							
	KA3			0.983486							
	KA4			0.984157							
	KN1			0.915864							
	KN2			0.853494							
	KN3			0.871473							
	KN4			0.917973							
	KK1			0.881921							
	KK2			0.795145							
	KK3			0.700551							
	KK4			0.724943							
	<i>Employee Performance</i>	KT1						0.636799	0.962064	0.967242	0.713454
		KT2						0.924662			
		KT3						0.929632			
		KT4						0.977267			
KT5				0.939599							
KT6				0.968470							
KT7				0.704933							
KKon1				0.835255							
KKon2				0.974526							
KKon3				0.841283							
KKon4				0.898690							
KKon5				0.906108							

Note: LCPB (Leader's Change Promoting Behavior), KP (Leader Charisma), KA-KN-KK (Commitment to Change), and KT-KKon (Employee Performance). Based on Table 2, it is known that the results of the Validity Test show that all indicators have met the research requirements, and it can be stated that the construct of each variable affects the latent variable. Because these results have met the validity and reliability requirements of this study.

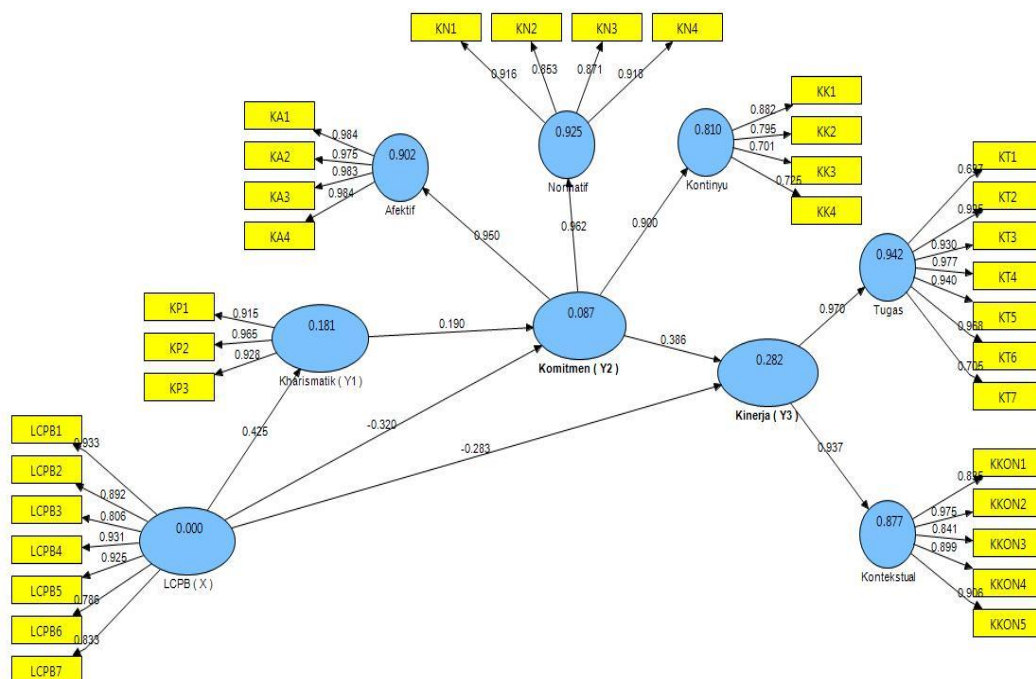


Figure 2. Outer Model

Table 3. R-SQUARE

Variable	R-Square
Leader Charisma	0.180898
Commitment To Change	0.086910
Employee Performance	0.281566

Note: Leader Charisma has an R-Square value <0.25 so it is considered a weak model, Commitment to Change has an R-Square value <0.25 then it is considered a weak model, and Employee Performance has an R-Square value > 0.25 then considered a medium model.

**Predictive Relevance**

The value of predictive relevance can be determined by calculating the Q-square as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) \times (1 - R^2_2) \times (1 - R^2_3) \\
 &= 1 - (1 - 0.180898) \times (1 - 0.086910) \times (1 - 0.281566) \\
 &= 1 - (0.819102 \times 0.91309 \times 0.718434) \\
 &= 1 - 0.537326735 \\
 &= 0.462673264
 \end{aligned}$$

Based on the results of the Q-square calculation above, it can be concluded that the model has a predictive relevance value of 0.4627 or 46.27%, this indicates that the analysis model has good predictive relevance.

**GoF Value (Goodness of Fit)**

GoF values range from 0-1 with interpretations of 0.1 (small GoF), 0.25 (moderate GoF), 0.36 (large GoF).

$$\begin{aligned}
 \text{Goodness of Fit} &= \sqrt{((\text{AVE}) \times (R^2))} \\
 &= \sqrt{(0.775687666 \times 0.183124666)} \\
 &= \sqrt{0.1420475447566} \\
 &= 0.376891954
 \end{aligned}$$

Based on these calculations, it can be seen that the value of goodness of fit in this study is 0.3768, which is included in the large GoF category. This shows a match or conformity between the results of the observations with the frequency obtained based on the expected value.

Table 4. Path Coefficients

Relation	Original Sample	t statistics	Notes
Leader's Change Promoting Behavior -> Leader Charisma	0.425321	4.135106	Significant
Leader's Change Promoting Behavior -> Commitment to Change	-0.320216	2.455111	Significant

Leader's Change Promoting Behavior -> Employee Performance	-0.283375	2.885754	Significant
Leader Charisma -> Commitment to Change	0.190238	1.354682	Not Significant
Commitment to Change -> Employee Performance	0.385909	1.354682	Significant

Note: Testing the significance of the path coefficient (path) can be done by comparing the value of t statistics with the value of t table at the 5% significance level, which is 1.96. If the value of t statistics > 1.96, then the path coefficient is considered a significant influence.

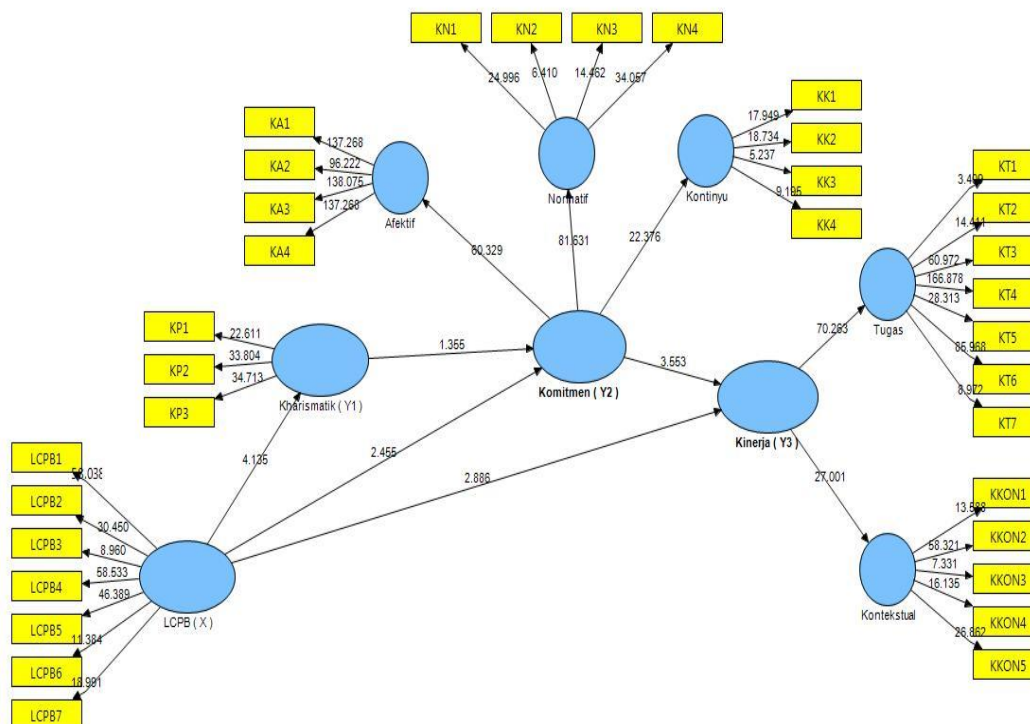


Figure 3. Inner Model

**RESULTS AND DISCUSSION**

**Discussion**

**Leader's Change Promoting Behavior towards Leader Charisma**

Based on the analysis test that has been carried out in this study using partial least square, it was found that the Leader's Change Promoting Behaviors have a significant positive effect on Leader Charisma, with an original sample value of 0.425 and a significance value of 4.13 which is > from the critical limit value of 1.96 (significance level). 5%). Based on these results it can be concluded that hypothesis 1 which states that Leader's Change Promoting Behaviors affect Leader Charisma can be accepted. This shows that the better Leader's Change Promoting Behaviors will have an impact on increasing the assessment of Leader Charisma by subordinates.

**Leader Charisma towards Commitment to Change**

Based on the analysis test that has been carried out in this study using partial least square, it was found that Leader Charisma has a positive but insignificant influence on the commitment to change because the original sample value is 0.19 and the significance value is only 1.35 which is < of the critical limit value of 1.96 (level significance 5%). Based on these results it can be concluded that hypothesis

2 which states that Leader Charisma affects commitment to change is rejected. This shows that the higher the leader's charisma, the less the impact on the increased commitment to change.

**Commitment to Change towards Employee Performance**

Based on the analysis test that has been carried out in this study using partial least square, it was found that Leader Charisma has a positive but insignificant influence on the commitment to change because the original sample value is 0.19 and the significance value is only 1.35 which is < of the critical limit value of 1.96 (level of significance 5%). Based on these results it can be concluded that hypothesis 2 which states that Leader Charisma affects commitment to change is rejected. This shows that the higher the leader's charisma, the less the impact on the increased commitment to change.

**Leader's Change Promoting Behavior towards Commitment to Change**

Based on the analysis test that has been carried out in this study using partial least squares, it was found that the Leader's Change Promoting Behaviors have a significant negative effect on the commitment to change, with the original sample value of -0.32 and a significance value of



2.45 which is > from the critical limit value of 1.96 (significance level of 5%). Based on these results it can be concluded that hypothesis 4 which states that Leader's Change Promoting Behaviors have a positive effect on the commitment to change is rejected. This shows that the better the Leader's Change Promoting Behaviors, the lower the commitment to change.

#### **Leader's Change Promoting Behavior towards Employee Performance**

Based on the analysis test conducted in this study using partial least squares, it was found that the Leader's Change Promoting Behaviors had a significant negative effect on employee performance, with an original sample value of -0.28 and a significance value of 2.88 which was greater than the critical limit value of 1.96. at the 5% significance level. Based on these results it can be concluded that hypothesis 5 which states that Leader's Change Promoting Behaviors have a positive effect on employee performance is rejected. This shows that the better Leader's Change Promoting Behaviors, the lower the employee's performance.

### **CONCLUSIONS AND SUGGESTIONS**

#### **Conclusion**

Based on the analysis and hypothesis testing that has been carried out in this study, it is concluded that the first hypothesis which states that Leader's Change Promoting Behaviors has a significant effect on Leader Charisma is accepted, the second hypothesis which states that Leader Charisma has a significant effect on Commitment to Change is rejected, the third hypothesis which states that that Commitment to Change has a significant effect on Employee Performance is accepted, the fourth hypothesis which states that Leader's Change Promoting Behaviors have a significant effect on Commitment to Change is rejected, and the fifth hypothesis which states that Leader's Change Promoting Behaviors have a significant effect on Employee Performance is rejected. According to Luo *et al.*, (2016) employees' attitudes and efforts play a major role in achieving the desired goals of the desired change initiative. Thus, this study focuses on the influence of the role of leadership on employees so that the goals of change can be successfully achieved and realized properly and precisely.

#### **Suggestions**

Suggestions made based on the results of research on the influence of Leaders Change Promoting Behaviors, Leader Charisma, and commitment to change as antecedents of employee performance that have been made can be used as recommendations by the company's management in measuring this relationship. It is expected that leaders in a company can form employee perceptions that their leader is a charismatic figure in conveying the purpose of change, and employees are expected to have good self-confidence towards change which tends to contribute more easily during times of change. It is known that it can also affect improving the ability of an organization to adapt to environmental changes and improve employee behavior, an important determinant of successful change because it can develop a strategy, vision, and culture for change, and can motivate employees to change, can communicate interesting signals. for members of the organization, creates a power (concept) that limits a person to take the necessary actions to successfully implement a change plan, and also affects the profitability of an organization characterized by work results with the best quality work.

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